SIP Cover Sheet

California's Child and Family Services Review
System Improvement Plan

County:	Alameda
Responsible County Child Welfare Agency:	Department of Children & Family Services
Period of Plan:	October 2009 – October 2012
Period of Outcomes Data:	(1) Quarter 3 2009
Date Submitted:	(2) March 2010
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Alameda County Three-year System Improvement Plan (SIP)

Executive Summary

The California Child and Family Services Review (C-CFSR) is a result of Assembly Bill 636 (Steinberg – 2001), which provided a framework for development of a new outcome-based review to be conducted in all 58 counties. The purpose of the C-CFSR is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children. Foremost, it establishes core outcomes that are central to maintaining an effective system of child welfare services. By design, the C-CFSR follows closely the federal emphasis on safety, permanency, and well-being.

The C-CFSR has three main components: the self assessment, the System Improvement Plan and the Peer Quality Case Review. This document is Alameda County's System Improvement Plan. This plan focuses on outcome improvements for children and families with goals and objectives that are intended to improve the outcomes.

DCFS has made significant progress on many outcome measures while on others, there is room for improvement compared to the statewide average, the national standard, or our internal system goals. Based on a review of performance data on outcomes, Alameda County has considered the following areas to be in critical need of immediate improvement and has required special attention in our System Improvement Plan (SIP). Due to limited funding and staff resources, DCFS must allocate resources to measures that address the Federal mandates of safety, permanence, and well-being for youth and families. We have prioritized the following goals for this reporting period:

- Reduce new entries to foster care by 15% over the next three years
- Increase relative placements as first placements by 30% over the next three years
- Decrease percentage of children in group home placements at any given time by 30% over the next three years
- Increase the number of children who are reunified safely, permanently, and timely (reducing re-entry)
- Increase the percent of timely guardianships and adoptions
- Increase support for all foster care exits (reducing re-entry)
- Enhance the "Safety Net" for transitional age and emancipating youth

Additionally, DCFS has chosen to focus on Timely Social Work visits for this reporting period in an effort to increase our Department's monthly contacts to 90% and phase out the use of waivers in compliance with statewide regulations and timelines.

DCFS plans to reinvest savings from the first year's participation in the Title IVE Waiver reinvestment programs. The reinvestment savings will provide flexible funding to address each of the goals mentioned above. The following six efforts will be implemented:

- Create Child Care for county licensed foster families with foster youth ages 0-6 to enhance recruitment for foster homes in an effort to provide the least restrictive care possible for young children.
- Expand Parent Advocates by adding 7 more parent advocates to work with birth parents entering the child welfare system.
- Hire Additional Child Welfare Workers to increase the ability to provide comprehensive services to families by reducing caseload.
- Expanding County Counsel to increase support and training for staff.
- Develop a Visitation Center to support reunification by creating a family friendly center for structured and supervised visits. The goal is to increase the frequency of visitation and provide a strengths-based supportive visitation opportunity, which will hopefully increase successful reunification and re-entry will decrease.
- Implement Family Finding & Engagement as soon as children enter foster care. By initiating family finding & family engagement work when a child enters the child welfare system we will increase the likelihood that children are placed with relatives. In situations where the child cannot be reunified, identified family members will be considered as a permanent option for the child.
- Fund and Staff a Youth Advisory Board, named the Youth Adult Partnership, was funded and staffed with a full time coordinator. The program has a modest budget to pay youth for their time in YAP activities and to provide funding for team building and leadership development activities.

Outcome/Systemic Factor:
Increase the number of children who remain safely in their home and therefore reducing first entries to foster care (Caseload Rate: Entry Rates)

County's Current Performance:
All entries to foster care of 8 days or more: 2009 = 645; 2008 = 817; 2007 = 886 ; 2006 = 892; 2005 = 1018; 2004 = 940; 2003 =1052
First entries to foster care of 8 days or more: 2009 = 424; 2008 = 542; 2007 = 622; 2006 = 577; 2005 = 698; 2004 = 617; 2003 = 702

Incidence of entries to foster care per 1,000 children, all placement lengths: 2009 = 2.0; 2008 = 2.6; 2007 = 3.0; 2006 = 3.2; 2005 = 3.5; 2004 = 3.3; 2003 = 3.6

Data Source: CWS/CMS 2009 Quarter 4 Extract.

Improvement Goal 1.0
To reduce new entries to foster care by 25% from 805 entries to approximately 600 over the next three years.

Strategy 1. 1	**Strategy Rationale**
Expand Another Road to Safety (ARS) prevention program. Currently, the following zip codes are: Hayward: 94541, 94544, 94545 East Oakland: 94601, 94603, 94605, 94621, **(expanded to serve all referrals in the city of Alameda and 94602 – effective October 2010)** West Oakland: **94606,** 94607, 94608, **94609**, **94619, 94703** Youth Served by ARS for FY 08/09: Hayward: 176 referrals, 45 families enrolled East Oakland: 180 referrals, 37 enrolled West Oakland: 89 referrals, 16 families enrolled	To reduce probability of children entering care. This program was implemented in 2002 under a partnership with Every Child Counts (ECC) to serve families in certain areas of the county. As a result, the program primarily served children ages 0-5. We have been able to expand the service delivery to all children ages 0-18 and will expand to serve more youth in the target areas of East Oakland, West Oakland, and Hayward. The program served approximately 160 families by three Community Based Organizations located in the target areas, during FY 09/10. **As of January 2010 – ARS providers now accept Path I and Path II referrals. Path I referrals are generated by the hotline that are not assigned for ERU investigation. Path I referrals have been the customary type of referral received by all ARS providers. In an effort to meet the needs of families in our targeted communities, the department made a decision to support ERU and DI CWWs to refer Path II referrals to ARS. Path II referrals are completed investigations for abuse or neglect but result in no further CPS intervention. ERU and DI CWWs may refer their referrals to ARS for supportive and preventative services. The department has seen a significant rise in the number of Path II referrals and engagement with such families with ARS providers.**

Milestone	Timeframe	Assigned to
1.1.1 By mutual agreement, increase ARS youth by 10% per year for each CBO in the ARS program. CBO's will provide monthly progress reports to the Prevention and Intake Division Director.	10% per year over three years **Prescott Joseph Center expanded their zip code to include 94606, 94609, 94619, 94703. Effective January 2010** **FSSBA has expanded to include the city of Alameda and 94602. Effective October 2010.**	Prevention and Intake Division Director
1.1.2 Evaluate program effectiveness prior to IVE Waiver sunset by reviewing UCB baseline data as listed above, progress reports from each CBO, and comparing number of referrals to number of families enrolled and completing the program.	January - June 2011	Prevention and Intake Division Director
1.1.3 Make ARS prevention services available to 75% of Alameda County	January - October 2012	Prevention and Intake Division Director

Strategy 1. 2	**Strategy Rationale**
Voluntary Diversion Program. Divert families from formal court dependency to voluntary/informal relative/NREFM placement and provide legal assistance to complete guardianship process.	This program assists families in establishing guardianship and permanence without an entry to foster care. These youth would otherwise enter foster care awaiting guardianship to be established with identified relatives.

Milestone	Timeframe	Assigned to
1.2.1. Consider expansion of criteria for program eligibility by reviewing referrals and working with the contracted agency to determine an expanded criteria that will include both voluntary participation and safety and protection for youth.	Oct 2009 - Oct 2010 (completed)	Prevention and Intake Division Director
1.2.2 Increase number of families diverted to 10 families per year. As of July 2010, 17 cases have been served by the program due to the limited number of families who are eligible. Voluntary diversion requires the voluntary participation and a relative to be identified and available for guardianship.	Oct 2010 - Oct 2011	Prevention and Intake Division Director

Strategy 1. 3	**Strategy Rationale**
Enhance Parent advocate program to provide Parent Advocates to	Parent Advocates can assist to increase diversions whereby the family

families from beginning of contact with Children and Family Services.	would not enter the formal child welfare system. In June 2006, Parent Advocates began working in one-on-one relationships with incoming parents new to the Child Welfare System. This critical strategy is aimed at expediting and increasing the number of successful reunifications. Parent Advocates are parents who have successfully reunified with their children.

Milestone	Timeframe	Assigned to
1.3.1 Conduct pilot to engage Parent Advocates with families from first contact in Emergency Response.	September 2009 - October 2009 (completed)	Prevention and Intake Division Director
1.3.2 Conduct pilot to increase Parent Advocate participation in initial TDM	June 2010 – September 2010 (completed and PA's now participate in most removal TDM's)	Emancipation Services Division Director
1.3.3 Hire additional Parent Advocates based on need to participate as determined by pilots for TDM's and front end/ERU ride along participation. Have initiated process to hire CBO to employ Parent Advocates and enhance support to Parent Advocates.	January - June 2011	Emancipation Services Division Director
1.3.4 Evaluate program effectiveness prior to IVE Waiver sunset.	January - June 2011	Dept. Executive Team

Strategy 1. 4 Reduce disproportionate entries of African American youth into foster care	**Strategy Rationale** African American youth comprise approximately 40-45% of all first entries to foster care. Therefore, reducing entries of African American youth contributes to our overall goal of reducing new entries to foster care.

Milestone	Timeframe	Assigned to
1.4.1 Continue participation in the California Disproportionality Project. In January 2009, DCFS began participating in the statewide Disproportionality Project. The project is a 2 year effort with small pilot projects to test potential system change efforts to impact the various decision making points in the child welfare system from referral to entry to exit.	June 2010 – June 2012 (done, the state project ended in June 2010)	Prevention and Intake Division Director

1.4.2 Utilize cultural competence consultant for training and team building work with staff of all levels of the Department.	June 2009 - June 2010 (done)	Assistant Agency Director
1.4.3 Evaluate PDSA outcomes and spread the effective strategies to department-wide policy and procedures	June 2010 - June 2011 **"Hot Words" PDSA implemented** **"Native American" PDSA**	Department Executive Team
1.4.4 Continue Department Disproportionality Project post California Project. **Department will focus on each Division and conduct PDSA's.**	June 2012 (state project ended in June 2010, and we are continuing the work internally)	Prevention and Intake Division Director

Describe systemic changes needed to further support the improvement goal. Expand existing prevention program (ARS), address disproportionality, and utilize Parent Advocates from early contact with our Department.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Cultural competence training and consultation for all staff, including Child Welfare Workers, Supervisors, and Managers. Induction training for Parent Advocates and new staff. Training and technical assistance through the California Disproportionality Project.
Identify roles of the other partners in achieving the improvement goals. ARS is a community-based prevention service, and CBO's provide the services to youth and families. Legal aid for voluntary diversion families is provided by a CBO, Legal Aid for Seniors. The California Disproportionality Project includes a Core Team of staff and community partners, including former foster youth, parent advocates, relative caregivers, CBO's, and technical assistance from several organizations. Community partners such as parents and youth contribute to weekly meetings and training sessions to develop action plans and test strategies (PDSA's) to address disproportionality. Staff from Anne E. Casey Foundation provide training and technical assistance to support the project.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none

Outcome/Systemic Factor:
Increase number of children and youth in Least Restrictive Settings (4B)

County's Current Performance:

First placement in a relative/NREFM home by year of first entry:

	JAN2003-DEC2003	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008	JAN2009-DEC2009
First Entries Total	974	894	964	831	815	680	519
First Entries with Kin/NREFM	**53**	**38**	**59**	**50**	**103**	**142**	**126**
%	**5.4%**	**4.3%**	**6.1%**	**6.0%**	**12.6%**	**20.9%**	**24.3%**

Point in Time relative/NREFM placements (percent of all children in care at that point in time):

	1-Oct-02	1-Oct-03	1-Oct-04	1-Oct-05	1-Oct-06	1-Oct-07	1-Oct-08	1-Oct-09
Foster Care Total	3,972	3,582	3,173	2,853	2,590	2,429	2,269	1,994
Kin Total	**1,436**	**1,244**	**1,086**	**975**	**900**	**850**	**861**	**709**
Kin %	**36.2%**	**34.7%**	**34.2%**	**34.2%**	**34.7%**	**35.0%**	**37.9%**	**35.6%**

Point in Time Group Home placements (percent of all children in care at that point in time):

	1-Oct-02	1-Oct-03	1-Oct-04	1-Oct-05	1-Oct-06	1-Oct-07	1-Oct-08	1-Oct-09
Foster Care Total	3,972	3,582	3,173	2,853	2,590	2,429	2,269	1,994
GH Total	**462**	**450**	**413**	**377**	**325**	**332**	**260**	**171**
GH %	**11.6%**	**12.6%**	**13.0%**	**13.2%**	**12.5%**	**13.7%**	**11.5%**	**8.6%**

Data Source: CWS/CMS 2009 Quarter 4 Extract.

Improvement Goal 1.0
Increase relative placements. Specifically, increase percentage of children whose first placement is in a relative/NREFM home by 50% over five years, which would be a total increase to approximately 10% of first entries or approximately 25 children over a five year period.

Strategy 1. 1	**Strategy Rationale**

Develop a Department wide family finding and engagement practice.	Family finding and engagement will support initial and ongoing placements with relatives.

Milestone	Timeframe	Assigned to
1.1.1 Consolidate & expand search efforts conducted by clerical staff.	December 2009 – June 2010	Assistant Agency Director
1.1.2 Expand Step Up Family Preservation, providing intensive family finding and engagement, to the front end of services. Also, expand the program to include family finding services for youth in FFH and FFA placements, in addition to continued services to youth in GH placements.	January 2010 – December 2010 (done, two units of non-case carrying staff are established)	Placement Services Division Director
1.1.3 Develop an engagement practice and training for staff in the intake and prevention division	September 2010 - October 2010 Completed	Prevention and Intake Division Director
1.1.4 Develop an engagement practice and training for staff in the Gateways to Permanence division	October 2011 - December 2011	Gateways to Permanence Division Director
1.1.5 Develop an engagement practice and training for staff in the Emancipation Services division	September 2012 - October 2012	Emancipation Services Division Director

Strategy 1. 2 Expand TDM's to increase accessibility to youth, families, and community partners. 109 Evening TDM's occurred during FY 09/10	**Strategy Rationale** Increase capacity to complete a relative approval within 23 hours before a child must leave the Assessment Center

Milestone	Timeframe	Assigned to
1.2.1. Expand TDM's to include more evening hours	July 2009 (done)	Placement Services Division Director
1.2.2 Evaluate program effectiveness prior to IVE Waiver sunset.	January - June 2011	Placement Services Division Director
1.2.3 Expand TDM's to include more at Assessment Center	September 2010 (completed)	Placement Services Division Director

	1.2.4 Expand TDM's to be conducted in more community locations, especially locations in the target zip codes where the majority of removals occur. 4 community locations were added in 2010.		October 2010 (done)		Placement Services Division Director

Strategy 1. 3 Provide day care funding for caregivers with youth under the age of six. As of July 2010, 12 referrals have been made to the program, and 11 of those have resulted in service delivery	**Strategy Rationale** Providing funding for day care is intended to increase the Department's ability to place children in least restrictive placements because day care funding acts as a recruitment/retention incentive for foster parents and relative caregivers.

Milestone	**1.3.1** Implement funding for employed caregivers who are county licensed resource families with youth under age 6.	**Timeframe**	January 2010 (done)	**Assigned to**	Placement Services Division Director
	1.3.2 Evaluate program effectiveness prior to IVE Waiver sunset.		January - June 2011		Placement Services Division Director
	1.3.3 Implement for relative/NREFM placements and dependent teen parents		August 2010 (done)		Placement Services Division Director
	1.3.4		Item deleted, no longer applicable		Placement Services Division Director

Improvement Goal 2.0
Decrease the percentage of children in group home placements at any given point in time by 30% over 3 years.

Strategy 2.1 (LEAD:) Continue with family finding and engagement/ youth permanency efforts. (see activities and strategies listed above in Strategy 1.1) 112 youth received services from the front-end Step Up Family Preservation unit during January – July 2010.	**Strategy Rationale** Family finding and engagement will support initial and ongoing placements with relatives.

	see activities and strategies listed above in Strategy 1.1				
Milestone	**2.1.1** Expand Dumisha Jamaa for additional 6 months. Provide intensive case mining on up to 300 youth between ages 9-17 who are not currently placed with a relative.	**Timeframe**	January 2010 – June 2010 (done, Dumisha Jamaa project has sunset)	**Assigned to**	Gateways to Permanence Division Director

	2.1.2 Step Up Family Preservation to provide intensive family finding and engagement, especially for older youth in group home placements with the intention of increasing permanent connections and relationships with relatives.	February 2010 – September 2012 (created additional family finding unit, working with youth in all placements beyond just group homes)	Placement Services Division Director

Strategy 2. 2 (LEAD:) Enhance county-licensed foster parent recruitment	**Strategy Rationale** Some youth are placed in group home settings because there are not other placement options, even after they no longer require that level of care.

Milestone	Timeframe	Assigned to
See strategy 1.3 listed above regarding providing day care funding		Placement Services Division Director
2.2.1 Hire Resource Family Recruiter	March 2011	Placement Services Division Director
2.2.2 Partnership with Casey Family Program FFA (onsite support and co-location of FFA intake staff at our Assessment Center)	January 2010 – January 2011 (done)	Placement Services Division Director
2.2.3 Conduct Exit Interviews and record and evaluate responses to incorporate feedback into recruitment and retention plan.	June 2010 – June 2011 (in progress)	Placement Services Division Director
2.2.4 Continue Faith Initiative (renew three year contract to promote recruitment and awareness efforts)	June 2009 – June 2012	Placement Services Division Director
2.2.5 Develop Resource Family support and retention program through Faith Initiative collaboration.	June 2011 – December 2011 (started, in progress)	Placement Services Division Director

Strategy 2.4 Develop and implement MTFC program.	**Strategy Rationale** Provide intensive services for adolescent youth in RCL 12 or RCL 14 youth in a family setting.

Milestone	Timeframe	Assigned to
2.4.1 Write and publish RFP to obtain proposals from CBO's who meet criteria to run a Multi-Dimensional Treatment Foster Care program for adolescents over the age of 13.	November 2009 – December 2009 (done, received no responses, will not have an MTFC program)	Emancipation Services Division Director
2.4.2 Choose CBO from RFP, CBO receives training in Oregon	N/A	Emancipation Services Division Director

2.4.3 10 youth are placed in MTFC homes	N/A		Emancipation Services Division Director
2.4.5 CBO certification, ongoing program evaluation	N/A		Emancipation Services Division Director
2.4.6 Evaluate program effectiveness prior to IVE Waiver sunset.	N/A		Emancipation Services Division Director

Describe systemic changes needed to further support the improvement goal.
Develop a Department wide family finding and engagement practice, enhance foster parent recruitment, develop alternatives to congregate care.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
none

Identify roles of the other partners in achieving the improvement goals.
Resource parents will be involved in recruitment efforts.
Dumisha Jamaa is a collaborative effort with local CBO's to provide permanence for foster youth.
Casey Family Programs and California Permanence for Youth Project provide administrative support and technical assistance for Step Up Family Preservation.
Our Department has convened a group of faith leaders from across the county to form a Faith Initiative, which will be instrumental in our recruitment efforts described in the improvement goals.
The MTFC program will be implemented by a local CBO, which will certify and support family homes for high needs youth.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
none

Outcome/Systemic Factor:
Increase number of children who safely and permanently reunify with their families within 12 months (C1.1 and C1.3).

County's Current Performance:

Percent of children who reunify within 12 months after entry to care:

Reunification – exit cohort (C1.1)	JAN2003-DEC2003	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008	JAN2009-DEC2009
Reunified in < 12 months	**368**	**315**	**372**	**291**	**303**	**315**	**184**
% Reunified in < 12 months	**66.1%**	**63.3%**	**69.8%**	**65.2%**	**67.9%**	**75.0%**	**58.6%**
Reunified at 12 months or more	189	183	161	155	143	105	130
Total	557	498	533	446	446	420	314

Percent of children entering care for first time who reunify within 12 months after entry:

Reunification -6 month entry cohort (C1.3)	JAN2002-JUN2002	JAN2003-JUN2003	JAN2004-JUN2004	JAN2005-JUN2005	JAN2006-JUN2006	JAN2007-JUN2007	JAN2008-JUN2008
Reunified in > 12 months	**147**	**139**	**123**	**167**	**103**	**159**	**99**
% Reunified in > 12 months	**41.6%**	**41.5%**	**40.6%**	**47.4%**	**38.6%**	**48.5%**	**35.4%**
Total	353	335	303	352	267	328	280

Data Source: CWS/CMS 2009 Quarter 4 Extract.

Improvement Goal 1.0
Increase percent of children who reunify with their family within 12 months of first entry (C1.1) to 55% over 3 years.

Strategy 1. 1
Enhance County Counsel activities

Strategy Rationale
Provide the needed support in the court room to reduce the number of continuances and other delays that hinder reunification.

Milestone	Timeframe	Assigned to
1.1.1 Hire additional County Counsel	November 2009 (done)	Prevention and Intake Division Director
1.1.2 Hire additional paralegal support	October 2011	Prevention and Intake Division Director
1.1.3 County Counsel to attend all report and review hearings	January 2010 (done)	Prevention and Intake Division Director

Strategy 1. 2
Expand Reunification and Permanency TDM's

109 Evening TDM's were held during FY 09/10

Strategy Rationale
TDM's engage families in the decision-making process. More effective parent engagement can lead to increased likelihood of reunification.

Milestone	Timeframe	Assigned to
1.2.1 Expand evening TDM's	October 2009 - October 2010 (complete, evening TDM's are now held daily)	Placement Services Division Director
1.2.2 Train staff to increase utilization and awareness of Reunification TDM's.	September 2010 - December 2010 (done)	Placement Services Division Director
1.2.3 Revise Permanency TDM's protocol clarifying which situations require the TDM	See items page 18	Placement Services Division Director
1.2.4 Train staff to increase utilization and awareness of Permanency TDM's.	September 2011 - December 2011	Placement Services Division Director
1.2.5 Evaluate program effectiveness prior to IVE Waiver sunset.	January - June 2011	Placement Services Division Director
1.2.6 Expand TDM's to be conducted in community locations in addition to county facilities. In 2010, TDM's began in 4 community locations.	October 2011 - October 2012 (done)	Placement Services Division Director

Strategy 1. 3	Strategy Rationale
Implement a family-friendly visitation center.	Provide a centralized location for youth, parents, and relatives to visit each other with the goal of supporting increased number and quality of visits as well as support for families during the visits.

Milestone	Timeframe	Assigned to
1.3.1 Staff focus groups	June 2009 (completed)	Gateways to Permanence Division Director
1.3.2 Write and publish second RFP (due to appeal of first RFP)	August 2010 (completed)	Gateways to Permanence Division Director
1.3.3 Choose CBO, initiate contract	September 2010 (completed)	Gateways to Permanence Division Director
1.3.4 Train staff to fully utilize visitation center and increase awareness of purpose and function	January 2011 - June 2011	Gateways to Permanence Division Director
1.3.5 Evaluate program effectiveness prior to IVE Waiver sunset.	June – December 2012	Gateways to Permanence Division Director

Strategy 1. 4	Strategy Rationale
Engage Parent Advocates from first contact with family in Emergency Response.	Parent advocates will assist more timely and permanent reunification due to the initial contact and relationship that parent advocates develop with birth parents.

Milestone	1.4.1 See Strategies and activities listed in Strategy 1.3 on page 2 above.	Timeframe		Assigned to	

Describe systemic changes needed to further support the improvement goal.
Expand use of SDM concepts from tools & definitions in TDM's, Expand Reunification and Permanency TDM's, Implement a family-friendly visitation center, and engage Parent Advocates from first contact with family in Emergency Response.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
none

Identify roles of the other partners in achieving the improvement goals.
The Visitation Center will be operated by a local CBO.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
none

County's Current Performance: Re-entry rate, percent of children who re-enter care within 12 months after they reunified within 12 months of first entry. (C1.4)

Reentered in less than 12 months for all children exiting to reunification

	JAN2002-DEC2002	JAN2003-DEC2003	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008
Reentered in less than 12 months	166	128	133	180	150	138	104
% Reentered	**18.3%**	**15.0%**	**16.4%**	**21.7%**	**20.2%**	**20.3%**	**17.8%**
No reentry within 12 months	741	724	678	649	594	542	479
Total	907	852	811	829	744	680	583

Improvement Goal 2.0
Decrease children who re-enter foster care after reunification by 20% over five years.

Strategy 2.1
Expand and fully utilize Linkages, which is intended to ensure that birth families have access to financial resources available through our Social Services programs in Economic Benefits and Employment Services Departments.

Strategy Rationale
Linkages will assist in effectively linking families to financial resources and economic benefits prior to dismissal.

Milestone	Timeframe	Assigned to
2.1.1 ET III's in our Department to carry Medi-Cal case beyond dismissal of dependency (ensuring Medi-Cal is carried when youth are eligible after they return home)	October 2009 – October 2012 ongoing	Emancipation Services Division Director
2.1.2 Staff training on purpose and function of Linkages	February 2010 – March 2010 (done)	Emancipation Services Division Director
2.1.3 Increase Employment Counselors to attend FR TDM's.	Dec. 2010 - October 2012 ongoing	Emancipation Services Division Director
2.1.4 Employment Counselors attached to FM units or meet together within first 30 days and regularly otherwise coordinating case management and case planning with Child Welfare Workers and Employment Counselors	July 2010 - October 2012 ongoing	Emancipation Services Division Director
2.1.5 Expand CFS -CalWORKS Linkages to all TDMs	June 2011 - June 2012	Emancipation Services Division Director

Strategy 2. 2 Vertical Case Management (mixed FR and FM caseload)	**Strategy Rationale** Reduce the time between visits and case management services when a case is transferred from FR to FM. Also, keeping a mixed FR/FM caseload will allow the CWW to maintain a relationship at a crucial time.

Milestone	Timeframe	Assigned to
2.2.1 Hire additional CWW's for pilot project	June 2009 (done)	Gateways to Permanence Division Director
2.2.2 Pilot project of seven CWW's with vertical case management to include Family Reunification and Family Maintenance cases.	October 2009 – April 2011	Gateways to Permanence Division Director
2.2.3 Evaluate pilot and spread as appropriate based on feedback from pilot, comparing pilot vertical case management to other Family Reunification and Family Maintenance units.	April 2011 – December 2011	Gateways to Permanence Division Director

Strategy 2. 3 Engage Community Based services for FM families (enhance and continue Paths to Success through our ARS prevention service providers)	**Strategy Rationale** CBO's can provide intensive case management and other services to families to support reunification and reduce re-entry.

Milestone	Timeframe	Assigned to
2.3.1 Conduct training and awareness for CWW's and Supervisors to increase referrals to program	December 2009 – June 2010 (done)	Prevention and Intake Division Director
2.3.2 Evaluate effectiveness of training on reducing re-entry to foster care	June 2010 – August 2010	Prevention and Intake Division Director
2.3.3 Provide staff with SDM refresher training	June 2009 – July 2010 (done)	Prevention and Intake Division Director
2.3.4 Expand program eligibility to all FM cases, regardless of previous service component	June 2009 – July 2010 (done)	Prevention and Intake Division Director
2.3.3 Expand program based on outcome of evaluation to include up to 75% of FM cases.	June 2010 - December 2010 (I think this is done based on	Prevention and Intake Division Director

	2.3.4 Re-Evaluate program effectiveness prior to IVE Waiver sunset.		January - June 2011		Prevention and Intake Division Director
	Strategy 2. 4 Increase CWW visits with families in the Family Maintenance program.		**Strategy Rationale** Increased visits will assist families in obtaining services and support during the transition after reunification, which is intended to reduce re-entry.		
Milestone	**2.4.1** Hire additional CWW's for pilot project.	**Timeframe**	December 2009 (completed)	**Assigned to**	Prevention and Intake Division Director
	2.4.2 Provide SDM training for pilot project staff.		January 2010		Prevention and Intake Division Director
	2.4.3 Increase CWW home visit schedule based on SDM risk level for pilot project staff.		January 2010 – January 2011		Prevention and Intake Division Director
	2.4.4 Evaluate program effectiveness prior to IVE Waiver sunset.		March 2010 - November 2011		Prevention and Intake Division Director

Describe systemic changes needed to further support the improvement goal.
Increase breadth of experience and knowledge for CWW's and Supervisors to include both FR and FM program knowledge to effectively employ vertical case management.
Increase knowledge and utilization of SDM tools in the FM program.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
SDM training to ensure that the tools are fully utilized as intended.

Identify roles of the other partners in achieving the improvement goals.
Linkages is a collaborative effort with our Agency's Economic Benefits department.
Paths to Success is a collaborative program with three CBO's that operate in the regions of the county where the majority of our Agency's referrals come from.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
None.

Outcome/Systemic Factor:
Increase percent of timely guardianships and adoptions. (C2.1 and C3.1)

County's Current Performance:

Adoption within 24 months of first entry (by year of first entry)

	JAN2002-DEC2002	JAN2003-DEC2003	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008	JAN2009-DEC2009
Adopted within 24 months	26	74	52	58	71	50	74	72
% Adoption	**13.3%**	**23.8%**	**22.8%**	**31.5%**	**40.3%**	**27.9%**	**40.9%**	**38.3%**
Not adoption within 24 months	170	237	176	126	105	129	107	116
Total	196	311	228	184	176	179	181	188

Guardianships (kingap and other guardianship) established within 24 months of first entry

	JAN2002-DEC2002	JAN2003-DEC2003	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008	JAN2009-DEC2009
Exited to guardianship by end of year and before age 18	72	104	94	61	66	35	63	79
% exits to guardianship	**5.4%**	**8.6%**	**8.6%**	**6.1%**	**6.7%**	**3.6%**	**6.4%**	**8.9%**
Total	1,332	1,213	1,098	1,002	984	973	980	886

Data Source: CWS/CMS 2009 Quarter 4 Extract.

Improvement Goal 1.0
Increase the percent of children adopted within 24 months by 12% over 3 years.
Increase the percent of children that exit to guardianship within 24 months by 12% over 3 years.

Strategy 1. 1
Implement Permanency TDM's

Strategy Rationale
Achieve more effective concurrent planning to ensure that there is a plan for permanence in the event reunification does not occur

Milestone	Timeframe	Assigned to
See Strategy 1.2 list above regarding revision to protocol		
1.1.1 Evaluate current trainings that are conducted on Permanence and plan for additional training as necessary.	December 2009	Placement Services Division Director
1.1.2 Conduct training for CWW's and Supervisors on Permanance	April 2010 – October 2012	Placement Services Division Director
1.1.3 Conduct training for resource families on Permanence	December 2010 – October 2012	Placement Services Division Director

	1.1.4 Conduct orientation sessions for relative caregivers		January 2010 – October 2012 (starting Nov 2010)		Placement Services Division Director
	1.1.5 Fully implement Permanency TDM's		October 2011 – December 2011		Placement Services Division Director

Describe systemic changes needed to further support the improvement goal.
Increase awareness and implementation of best practice in achieving permanence.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Best practice training and awareness in achieving permanence.

Identify roles of the other partners in achieving the improvement goals.
Resource families, including relative caregivers, are collaborative partners in achieving permanence for youth.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
none

Outcome/Systemic Factor:
Timely social worker visits with children (2C)

County's Current Performance: DCFS has greatly improved on this measure, experiencing a 27.9 percent increase from 66.3% in June 2004.

	Jun-04	Dec-04	Jun-05	Dec-05	Jun-06	Dec-06	Jun-07	Dec-07	Jun-08	Dec-08	Jun-09	Dec-09
% Children Visited	**66.3**	**65.5**	**74.2**	**74.9**	**79.9**	**77.1**	**80.4**	**77**	**80.5**	**83.7**	**85.9**	**84.8**

Overall Improvement Goal
Increase face-to-face contacts and documentation in CWS/CMS to acheive a 90% or higher compliance rate and maintain compliance as contact waivers phase out by October 2010.

Goal 1.0
Standardize monitoring and oversight of contacts and data entry.

Strategy 1. 1
Increase monitoring of face-to-face contacts by supervisors and program managers by using Safe Measures.

Strategy Rationale
Increased accountability of CWW's and supervisors to senior managers will improve Child Welfare Worker documentation of face-to-face contacts in CWS/CMS.

Milestones	Timeframe	Assigned to
1.1.1 Ensure that all Child Welfare Supervisors and Program Managers consistently & regularly monitor compliance using Safe Measures.	December 2009	Department Executive Team
1.1.2 Supervisors will review Safe Measures data with workers at least once per month.	January 2010 – October 2012	Department Executive Team
1.1.3 Program Manager will review Safe Measures data with Supervisors at least once per month.	February 2010 – October 2012	Department Executive Team

1.1.4 Quality Assurance staff to present quarterly SM utilization reports at Senior Management Team meetings	March 2010 – October 2012 (doing this quarterly)	Administrative Support Team

Strategy 1. 2 Gradually phase out use of contact waivers.	**Strategy Rationale** Monthly visitation will increase permanence, safety and well being for foster youth. Also, our Department is working to be in compliance with upcoming state and federal guidelines.

Milestones	Timeframe	Assigned to
1.2.1 6 month waivers will no longer be approved by Supervisors, waivers will be allowed to naturally expire.	Sept 2009 (done)	Dept Exec Team
1.2.2 3 and 2 month waivers will no longer be approved by supervisors, waivers will be allowed to naturally expire	Mar 2010 (done)	Dept Exec Team
1.2.3 No contact waivers will be in effect.	June 2010 (done)	Dept Exec Team

Goal 2.0
Recognize and acknowledge improved documentation of face-to-face contacts in CWS/CMS.

Strategy 2.1 Use all methods available to inform staff of improvements (email, unit meetings, quarterly manager's meetings, Department Director's State of the Department address).	**Strategy Rationale** Acknowledging and recognizing effort reinforces positive outcomes. We have already seen progress as a result of some public recognition efforts and hope to increase the gains by expanding on recognizing staff and informing all staff of any gains in progress.

Milestones	Timeframe	Assigned to
2.1.1 Assistant Agency Director to send monthly emails with lists of staff with 90% or higher compliance.	January 2009 - October 2012 (done)	Assistant Agency Director and Quality Assurance Supervising Program Specialist
2.1.2 Senior Management Team to review SafeMeasures reports on a quarterly basis and review with their supervisors.	August 2009 and ongoing (done)	Quality Assurance Supervising Program Specialist

Describe systemic changes needed to further support the improvement goals.
Increase use of CWS/CMS for entering face to face contacts and use of Safe Measures by staff, supervisors, and managers.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Reemphasize through training and supervisory support the standards and guidelines for documenting face-to-face contacts in CWS/CMS

Identify roles of the other partners in achieving the improvement goals. Support will be needed from SSA Training/Staff Development and CWS/CMS application support staff.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. none

Outcome/Systemic Factor:
Enhance and expand a safety net and support services for emancipation youth (8A)

County's Current Performance:

- In 2009, 210 youth emancipated from care. There were 119 youth who either emancipated or turned 18 while in care and had been in care for 3 years or longer.
- Alameda County piloted Emancipation Conferences in March 2008 and has conducted 478 conferences as of July 2010. The program became mandatory for all youth within 6 months of their anticipated emancipation date in March 2010.
- On January 1, 2010, there were 573 youth ages 16-20 in foster care who require transition age youth (TAY) related services.
- 49 unique youth served in THPP (30 bed capacity) and 273 youth served in THP+ (180 bed capacity) housing for fiscal year 2008 - 09. Alameda has one of the largest per capita (THPP) programs in CA state.
- 198 youth attending schools in Alameda County received an Educational Training Voucher grant through the California Student Aid Commission (who administers the grants for the State of California) during the fiscal year 2008-09. The average grant was $4530 and total grants were $977,356.

Overall Improvement Goal
Improve capacity to monitor and evaluate services for Transition Age Youth. Increase youth engagement in ILSP and other services. Increase and improve youth participation in Department planning and service delivery. Utilize data to evaluate the strategies to achieve improved outcomes for emancipating youth.

Goal 1.0
Begin utilization and increase effectiveness of data collection strategies for emancipating youth and after care services.

Strategy 1. 1	**Strategy Rationale**
Utilize Efforts to Outcomes database. Revised Strategy to be in compliance with NYTD, including aftercare data.	Increased access to outcome data for youth will guide program planning and evaluation and also evaluation of the effectiveness of CBO's and other contract agencies.

Milestones	Timeframe	Assigned to
1.1.1 ILSP training staff begin to utilize ETO to collect emancipation related data for current foster youth	October 2009 (done)	Emancipation Services Division Director

1.1.2 Beyond Emancipation (after care CBO provider) begin to utilize ETO to collect emancipation related data for former foster youth	January 2010 (done)	Emancipation Services Division Director
1.1.3 Combine existing databases and systems to consolidate data collection related to emancipating youth into ETO. Ultimately, we determined that ETO is not accomplishing what we need, especially for NYTD. CWS/CMS has been altered to be in compliance with NYTD, new procedures will be drafted.	January 2010 - January 2011	Emancipation Services Division Director
1.1.4 Prepare regular data reports from ETO to senior managers. 2010 Update: data reports will likely not come from ETO but dashboards from CWS/CMS.	June 2011 – June 2012	Emancipation Services Division Director
1.1.5 Regular use of refined quarterly report for program planning and evaluation.	June 2012	Emancipation Services Division Director

Goal 2.0
Increase youth participation in planning for their transition and utilize a team approach with the youth, Department staff, and other supportive adults in the youth's life. Conduct one Emancipation Conference per year for every youth between age 16 and emancipation. On July 1, 2009, there were 575 youth age 16 and older.

Strategy 2. 1	**Strategy Rationale**
Expand Emancipation Conferences, which are opportunities for youth to participate actively with staff and community partners in planning their emancipation activities related to housing, employment, education, and other life skills.	Increase utilization of services and supports during and after emancipation.

Milestones	Timeframe	Assigned to
2.1.1 Hire 1 additional FTE in Beyond Emancipation, the CBO providing emancipation and after care services, to provide logistical and administrative support to the Emancipation Conference program	January 2010 (done)	Emancipation Services Division Director
2.1.2 Mandate at least one Emancipation Conference per year between age 16 and emancipation as a regular part of emancipation planning for youth in ILSP units (As of November 2010, Labor Management agreement states it is mandated that child has an Emancipation Conference at least once within 6 months of anticipated emancipation date and it is not yet approved for annual EC's).	January 2010 - February 2010 March 2010	Emancipation Services Division Director
2.1.3 Train additional Child Welfare Supervisors to facilitate in Emancipation Conferences	March 2010 - June 2010 (done)	Emancipation Services Division Director
2.1.4 Mandate at least one Emancipation Conference per year between age 16 and emancipation as a regular part of emancipation planning for all youth 16 and over in all units (see strategy 2.1.2)	July 2010 – June 2012	Emancipation Services Division Director
2.1.5 Provide training for all CWW's and Supervisors on participating in effective Emancipation Conferences. 2010 Update: Youth Advocates will be present at EC's as of Jan 2011.	July 2010 - July 2011 (done)	Emancipation Services Division Director
2.1.6 Evaluation of emancipation conferences	July 2011 - July 2012	Emancipation Services Division Director

Goal 3.0

Increase capacity of youth board members and increase activities of youth board.

Strategy 3.1	**Strategy Rationale**
Expand Youth Board (Youth Adult Partnership) activities	Youth engagement will ensure that current and former foster youth have leadership opportunities within the department's emancipation, permanence, and other efforts. Also, youth perspective will ensure that services and supports are conducted in a way that encourages youth participation.

Milestones	Timeframe	Assigned to
3.1.1 Increase hours of youth participation in YAP activities from 15 hours per month to 25 hours per week. 2010 Update: the Youth Advocates moved to a local CBO and now are full time employees with benefits of a local CBO.	December 2010 (done)	Emancipation Services Division Director
3.1.2 Increase training available to staff by YAP youth members	June 2010 - June 2012 (in progress)	Emancipation Services Division Director
3.1.3 YAP youth members to participate in TDM's	June 2009 – July 2010 (done)	Emancipation Services Division Director and Placement Services Division Director
3.1.4 YAP youth members available to CWW's to engage youth individually, using our Parent Advocate model	June 2011 – June 2012	Emancipation Services Division Director
3.1.5 Evaluate program effectiveness prior to IVE Waiver sunset.	January - June 2011	Emancipation Services Division Director
3.1.6 Increase input by YAP youth members for our outreach and program efforts such as training, housing, and employment services. Youth YAP members will provide input to training and printed materials to ensure that they maximize youth participation in ILSP and other services.	June 2011 and June 2012	Emancipation Services Division Director

Describe systemic changes needed to further support the improvement goals.
Increased youth participation in program planning and increase team meetings and emancipation conferences.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Training will be required on the ETO system for CBO staff.
Training will be required for CWW's and Supervisors for Emancipation Conferences.

Identify roles of the other partners in achieving the improvement goals.
Beyond Emancipation is a CBO that provides TAY services.
Youth participation and engagement in department program planning is a primary goal.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
None

Alameda County Juvenile Probation Department - System Improvement Plan:

Outcome/Systemic Factor: Increase number of children who can remain safely in their home					
County's Current Performance: In June 2007 253 children had been removed from their homes and were residing in group homes. In June 2008 184 children removed and residing in group homes. In July 2009, 165 youth in group home care. In November 2010, 144 youth in group home care.					
Improvement Goal 2.0 Reduce out-of-home recommendations/referrals					
Strategy 2. 1 Collect data on primary sources and number of out-of-home placement recommendations.			**Strategy Rationale**[1] Provides opportunity to review and evaluate appropriateness of referrals and recommendations		
Milestone	**2.1.1** Capture data from court orders, dispositional reports and placement statistics/3rd & 4th quarters fiscal year 07-08	**Timeframe**	June 2008 - done On-going: Screening for Out-of-Home Placement Services (SOS) database tracks cases reviewed for out-of-home placement	**Assigned to**	Placement and Family Preservation Unit Managers and Director
Strategy 2. 2 Develop criteria/guidelines to determine a minor's removal from home.			**Strategy Rationale** [1] Establish consistency in removal determination process, provide guides/ roadmap to assure community based treatment avenues have been exhausted		
Milestone	**2.2.1.** Formalize criteria in document, disseminate and train staff, develop monitoring procedure	**Timeframe**	June 2008 – June 2010, ongoing for newly assigned staff 11/10: Guideline continues to be a reference for staff and SOS	**Assigned to**	Juvenile Field Services Division, service area Directors and Unit Supervisors

Strategy 2. 3 Expand awareness of alternate dispositions, including Camp Sweeney, Family Preservation, Community Probation, and related enhanced CBO involvement.			**Strategy Rationale** [1] Educating staff to alternative, evidenced based treatment services that can be provided within the community results in diversion from placement in residential facilities		
Milestone	**2.3.1** Series of staff trainings to be delivered via unit meetings, monitoring of reports prior to submission to Court, one on one coaching when necessary. Awareness has also been expanded by exposure to diverse journeymen members of the placement screening committee	**Timeframe**	December 2007 - December 2010, ongoing *2010-2011 State funding may impact level of services provided in community through Community Probation, non-custody unit , and CBOs due to VLF funding sunset on 6/30/11.	**Assigned to**	Juvenile Division managerial staff
Strategy 2.4 Develop review and approval process for home removal recommendations, including a check-list of prior intervention efforts and contacts with supervisor prior to court report recommendation			**Strategy Rationale** Will preclude premature removal from home.		
Milestone	**2.4.1** Develop and implement a screening committee that will review and approve all potential out of home recommendations. Committee will include Placement and Family Preservation managerial staff, Behavioral Health, Medical, and DCFS staff to share cross system data.	**Timeframe**	February 2008 - done and ongoing - June 2010 SOS multi-disciplinary team meets each Tuesday/Thursday to screen out of home recommendations to avoid unnecessary placement recommendations and improve identification of youth needs both in and out of placement	**Assigned to**	Juvenile Field Services Directors, Deputy Chiefs Juvenile Field Services
Strategy 2.5 Educate Bench Officers on efforts to treat minors in least restrictive environment while providing improved wrap around services to primary caregivers and family.			**Strategy Rationale** Juvenile Court Judges and Commissioners as the ultimate decision makers, must understand and support the waiver focus and goals		
Milestone	**2.5.1** Establish a forum for continuous dialogue with Presiding Judge of Juvenile Court and bench officers	**Timeframe**	June 2008 - done and ongoing On-going discussion at Presiding Judge"s meetings with Probation and Juvenile Judges/Commissioners.	**Assigned to**	Deputy Chiefs, Juvenile Field Servi ces

Describe systemic changes needed to further support the improvement goal.

1) Expand and organize field unit services based on assessment of need and risk. Implement YLS/CMI assessment for youth prior to Dispositional Hearing. Training for Trainers scheduled for October 2009. YLS/CMI completed on all youth with Court findings as of November 2009. 2) Re-organization of intake process to better utilize limited staff and improve Probation's ability to assess minors that come into custody. The initial Intake assessment/Court report as well as the Investigation/Dispositional report will be handled by 1 DPO rather than 2 . It will include assessment and increase continuity in communication with youth, their families, and related partners . Implementation is projected for November 2009. Implemented and now under review due to issues with assigning work equitably while a case is progressing through the Court process. A process where certain staff are assigned to Intake, others to Investigation with flexibility between is being reviewed. 3) Avoid further reductions of staff (15 DPO lay-offs effective 10/16/09) and primary CBO services to maintain community-based interventions that have demonstrated positive outcomes, including the JJCPA Community Probation program that has been reduced from 22 DPOs, 15+interns, $675,000 in contractual services to 7 DPOs, no interns, $185,000 in contractual services. As of November 2010, State grant funding reductions remain a challenge, especially the JPCF and JJCPA funding that changed from yearly, upfront allocations to quarterly payments based on Vehicle License Fees. Vehicle License Fees that pay for State JPCF and JJCPA funded programs is scheduled to sunset on 6/30/11. If Legislators do not renew it, over $2million in CBO services and over $5million in Probation services will be eliminated. 4) Aftercare services for all minors transitioning to the community. The Family Preservation Unit (FPU) will provide services when more than probation fees/restitution payments monitoring is needed. The lower caseloads of FPU will enable more assistance with transition. General Supervision Units that have larger caseloads will receive cases where money is the primary issue to be addressed prior to dismissal. The level of supervision will be determined by assessment of minor's and family's transitional needs. 5) Closer assessments of Placement youth that repeatedly return to detention for a change of placement. A Probation Officer has been added to the Placement Unit to assist with assessing minor's that are brought to detention for multiple change of placements. The Probation Officer coordinates with system partners (mental health,medical, etc.) and the family to help develop a plan that may better address the minor's needs.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

On-going reinforcement of Evidence-based practices through staff training classes; Training managers to train staff on YLS/CMI assessment; implementation of Cognitive Behavioral Training in Juvenile Hall, on-going cross-system training; on-going development and utilization of placement database and data warehouse to track, monitor, measure success of treatment efforts. Probation will begin entering into CWS/CMS in 2011 and were trained in September-October 2010 on PRISM, the new Probation case management system. The new computer system expands information on youth that is now available to staff and is expected to improve coordination of care. There is an on-going need for improved computer systems and related staff to enter/monitor data that can track youth outcomes.

Identify roles of the other partners in achieving the improvement goals.

Community based organizations contracting with Probation and/or providing services to Probation through other funding sources plays an integral role in the delivery of wraparound services to children and families involved in the Juvenile Justice system. Funding for Case Managers in 10 Youth Service Organizations throughout the County, who coordinate with Probation Officers and mental health to serve youth Probation youth may be facing fiscal reductions due to State JPCF grant changes.

The Oakland school District, City of Oakland Measure Y case managers, and Probation began cross training in July 2009 and assignment of cases in August 2009 to improve educational and juvenile justice navigational support to youth entering/exiting juvenile hall. Case Conferencing of youth assigned to the project occurs bi-weekly and includes Probation, mental health, School, health care at JH, and community-based Case Managers. This multi-disciplinary approach addresses the problem of re-enrolling youth in appropriate educational programs upon release from custody and assisting youth/families with understanding Court processes/Probation requirements when engaged with the Juvenile Justice System to avoid unnecessary escalation in the system. This multi-disciplinary approach has resulted in development of a "Transition Center" at the Juvenile Justice complex that is meant to facilitate positive transition of youth (and the assessment/information gathered in custody) to appropriate services in the community. Additional funding is needed to commit all needed staff to this collaboration that re-enforces

individualized, comprehensive, assessment of needs and risks and linkage between in-custody and out-of-custody services to some of the most at-risk youth/families in the County. Due to a 2nd chance Grant through the City of Oakland, expanded Probation staff in the Transition Center is anticipated.

A significant number of children entering the delinquency system are experiencing mental health issues at some level and as a result of various mental health challenges, the Juvenile Court/Probation system frequently becomes the de-facto treatment resource. The Court/Probation system must be willing to look beyond the lesser offenses that result in minors being referred and engage with their treatment providers to continue treatment plans that address the underlying mental health challenges. In addition , agencies that address chronic mental health youth must broaden their services to cope with the presenting behaviors that often result in minor arrests that remove the minor from treatment, and better coordinate with the system when youth are arrested. The Collaborative Court accepts selected youth with chronic mental health issues and has a multi-disciplinary team, including mental health staff, civil advocates, and Probation Officers, work together to stabilize the youth and work with the family on accessing needed services. Due to the needed expansion of the program, another Probation Officer was assigned to the program in October 2010. The Court will now be able to accept 50 youth into the program. This intensive intervention will avoid the need for many youth to be referred to out-of-home placement.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Family engagement and family-focused services within the Juvenile Justice arena is an on-going challenge. Some Courts are reluctant to enforce parental involvement in needed interventions when their child is engaged in the Juvenile Justice system. A number of parents, due to chronic parent-child dysfunction and/or incorrigible behaviors with their child, encourage or request the Court/Probation system to temporarily remove their chlld from their home when these issues could be better addressed through family-focused interventions in the community. When parental figures are not willing to participate, the incorrigible issues often escalate and the Court and/orProbation is essentially asked to fill in as a more effective parent and "make the youth behave", without requiring the youth's parent to engage in needed family treatment. Without the family focus, which is absent in many Juvenile Courts and is a struggle for CBOs to promote, the long term outcomes for Juvenile Justice involved youth are compromised and the use of unnecessary out-of-home placement becomes a "solution. This is a factor across many jurisdictions and is addressed locally through on-going discussions with Bench Officers and training of Probation staff. However, the widespread issue calls for statutory changes that move beyond required 'parenting" to parental participation in needed interventions that will curtail further involvement in the Juvenile Justice system.

Outcome/Systemic Factor:
Increase number of children and youth in least restrictive settings

County's Current Performance: In June 2007, 106 children were in the Family Preservation Unit and 797 children were on Community Probation. In June 2008, 145 children were in the Family Preservation Unit and 840 children were on Community Probation. In July 2009 143 youth were in FPU, 637 youth in the Community Probation Program. (Community Probation grant cut/Probation general fund cut)
In October 2010, 117 youth were in FPU and 505 youth in Community Probation/YOBG special units that provide more intensive supervision.

Improvement Goal 2.0
Reduce average monthly rate of out-of-home placements

Strategy 2. 1 Reduce average length of stay.	**Strategy Rationale**[2] Earlier evaluation of strengths and needs of children and immersion in the rehabilitative tracks of residential facilities have resulted in the reduction of average lengths of stay. Introduction of improved screening and evaluation instruments, the results of which are shared with residential providers also have aided in earlier develop of treatment and transitional plans.

Milestone	Timeframe	Assigned to
2.1.1 Residential field deputies have been tasked with intensifying level of monitoring service delivery by providers and documenting the effort and results in internal monthly contact documents. SOS facilitates identification of most appropriate placement and needed services.	December 2007 – June 2010, ongoing New Placement database and Waiver Warehouse capabilities will assist measurement in 2009-2010. November 2010: Work continues with data warehouse staff to create reports	Line staff, Placement Unit Supervisors, Director and Deputy Chief

Strategy 2. 2 Re-educate vendor's service delivery time frames with improvement monitored by field Deputy Probation Officer. Newly developed Placement database will assist with monitoring time in placement.	**Strategy Rationale** [1] Refreshing vendors as to the Agency's foster care philosophy of reunification, improving familial environment when necessary, early institution of transitional plans and more interactive collaboration with case manager will produce improved service delivery schedules.

Milestone	Timeframe	Assigned to
2.2.1. Line deputies and Unit Supervisors open dialogue with service delivery vendors to discuss waiver focus and goals and Agency expectations	December 2007 - done and ongoing - June 2010	Placement case managers(deputy probation officer),placement Unit Supervisors, Director

[2] **Describe how the strategies will build on progress and improve this outcome or systemic factor**

Strategy 2. 3 Re-deploy and increase placement DPO's to improve caseload ratio, thus allowing enhanced scrutiny of DPO's actions to broker services.	**Strategy Rationale** [1] Improved staffing ratios in front end and service delivery areas enhance monitoring efforts, collaboration with service providers and families and early development of relevant treatment and transitional plans.

Milestone	Timeframe	Assigned to
2.3.1 Added two deputies to placement field supervision reducing child/provider/deputy ratio.	October 2007 done	Director Deputy Chief Juvenile Field Services

Strategy 2.4 Increase utilization of Family Preservation and Community Probation to assist in transitioning opportunities for early return to caregiver and family as well as providing continuum of services for children returned to caregivers and family. FPU will provide transition for youth leaving placement in 2009 due to CP reductions.	**Strategy Rationale** Services provided by these community based treatment models successfully divert children from out of home removal and by providing intensive transitional services provide the opportunity for children to be reunited with primary care givers sooner than has been historically possible.

Milestone	Timeframe	Assigned to
2.4.1 Restructuring of some Juvenile Services units and redeployment of staff to assure a successful waiver effort.	August 2008 - June 2010, ongoing	Deputy Chiefs and Directors, Juvenile Field Services.

Describe systemic changes needed to further support the improvement goal.
Restructure and blend some juvenile services job functions to increase efficiency and accountability. See 2.1-2.5

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
See 2.1-2.5

Identify roles of the other partners in achieving the improvement goals.
See 2.1-2.5

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
See 2.1-2.5