

# California Child and Family Services Review



## Butte County System Improvement Plan Annual Update

April 16, 2011 through April 15, 2012

Cathi Grams, Director, Department of Employment and  
Social Services - Child Welfare Services

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Steven Bordin, Chief Probation Officer - Juvenile Probation

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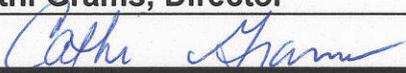
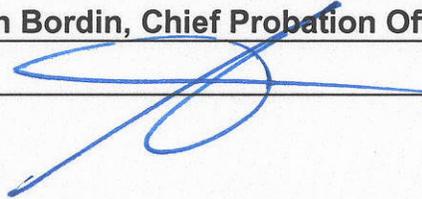
**California's Child and Family Services Review  
System Improvement Plan  
Year One Annual Update**

<b>County:</b>	<b>Butte</b>
<b>Responsible County Child Welfare Agency:</b>	Butte County Department of Employment and Social Services
<b>Period of Plan:</b>	<b>April 16, 2011 through December 15, 2015 Year One Update: April 16, 2011 through April 15, 2014</b>
<b>Period of Outcomes Data:</b>	(1) Through Quarter 3, 2011
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**Submitted by each agency for the children under its care**

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**Butte County System Improvement Plan (SIP)  
Annual Update**

**Due Date: April 15, 2012**

**A. CWS/Probation Cover Sheet – Attached**

**B. CWS/Probation Narrative**

Butte County SIP Update

In year one of the current System Improvement Plan (SIP), Butte County Child Welfare and the Juvenile Probation Department remain committed to improving outcomes for children and families in our community. The current SIP is dedicated to improving outcomes in Safety (reducing the rates of recurrence of maltreatment) and Permanency (reducing the rates of re-entry following reunification, improving placement stability and preserving the continuity of family relationships). This Annual Update will provide information about the most recent performance rates and trends; status of the improvement goals and strategies; progress made; and how the strategies will continue to build on progress to improve outcomes.

Overall, there has been improvement in re-entry rates following reunification and placement stability rates. However, the rate of recurring maltreatment continues to be a challenge, and has not improved since the SIP was approved. The most recent data shows that Butte County continues to fall below the State average and the Federal goal for this outcome. In addition to the identified SIP goals and strategies, the root causes of abuse and neglect continue to be addressed via the Parent Support Groups (PSG), Parenting Classes, and the Parent Education Experiential Resource (PEER) Program using the Nurturing Parenting Programs® curriculum as the foundational philosophy. The Oversight Team for the PSG and Nurturing Parenting classes (comprised of staff from Children's Services and the two agencies that provide these services) have worked collaboratively and diligently to identify areas needing streamlining, revising and/or enhancing. Effective July 1, 2011 the following changes were made:

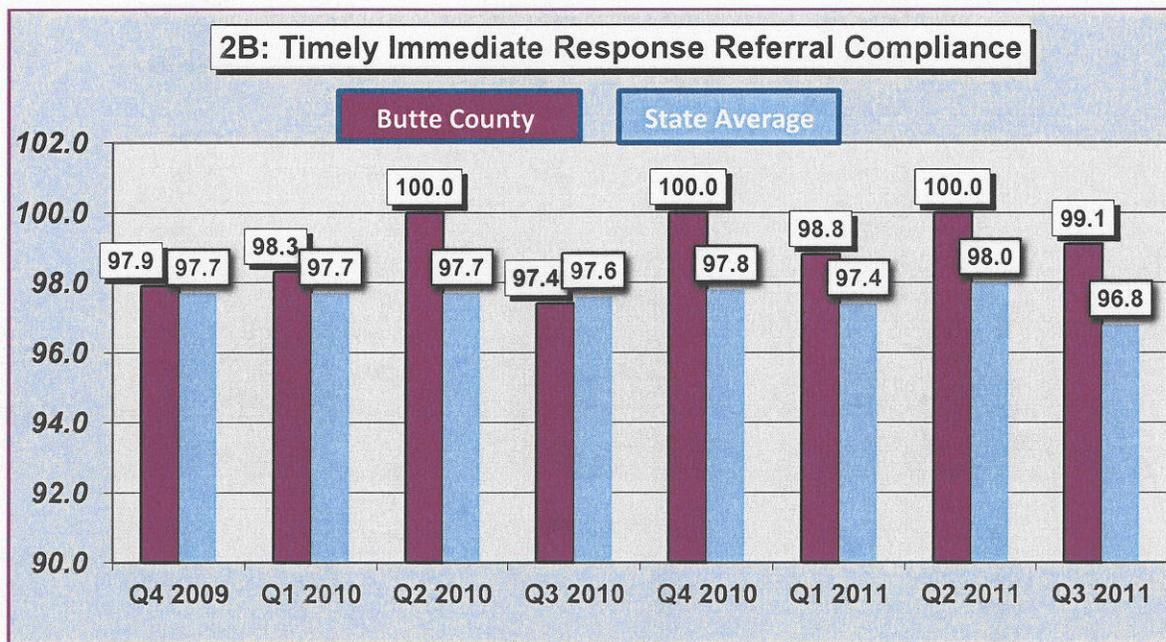
- The parent education curriculum, class and group schedules, and the referral process were evaluated and changed to better meet the needs of the clients and to provide a more streamlined referral process for staff;
- All parents now receive the same curriculum in PSG and Nurturing Parenting Groups (regardless of the agency providing the service);
- Progress and summation reports, and the reporting process, were changed to provide better information to social workers and the Court regarding parents' participation and understanding of class topics. Both agencies are using the same progress, summation and consent forms; and
- A Parent Education Class was added in Paradise.

Additionally, the re-entry rate study addressed further in the SIP Matrix Update section, indicated that a high percentage of families returning to Child Welfare were a result of on-going substance abuse issues. A workgroup was developed, comprised of program managers, supervisors and social workers, to address this issue. It was determined that Children's Services needed to reevaluate how the issue of substance abuse and relapses during the recovery process are addressed, so that a more comprehensive and consistent policy could be developed. Initially, the discussion looked at the perceptions of relapse and what workgroup members felt was important to analyze when developing a relapse policy. The goal is to develop a policy that defines relapse, approaches to addressing relapse and define the documentation related to relapse. Research into current practices in the area of relapse was reviewed and the information was compiled and provided to the group to review. The next task has been to develop a presentation to be used to begin the discussion of relapse with our staff and partners. A first draft of the presentation has been completed and reviewed by the workgroup. Editing is in progress and when finalized it will be presented to the supervisory team first and then used to facilitate presentations with staff and partners, with a goal of rolling out the new policy in the next fiscal year.

In addition to monitoring SIP goals, Butte County also regularly monitors the three Process Measures: Timely Referral Response (Immediate and ten day) and Timely Social Worker Visits with Children.

**Measure 2B: Timely Immediate Response Referral Compliance**

Butte County routinely meets or exceeds state standards in Timely Immediate Referral Responses.

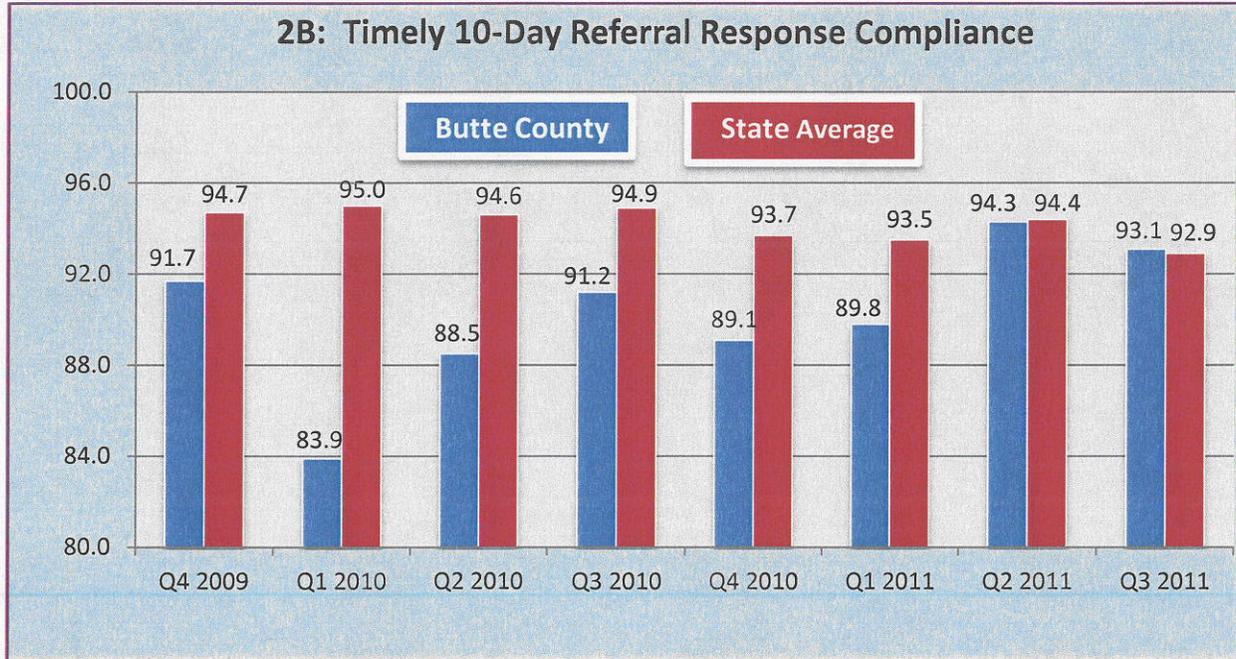


Data Source: CWS/CMS 2011 Quarter 3 Extract<sup>1</sup>.

<sup>1</sup>, Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

## Measure 2B: Timely 10-Day Referral Response Compliance

Butte County has made significant improvement in Timely 10 day Referral Responses in the last two quarters. This improvement has been a result of focusing on the need for timely and accurate data entry of investigations and the utilization of SafeMeasures® as an organizational tool.

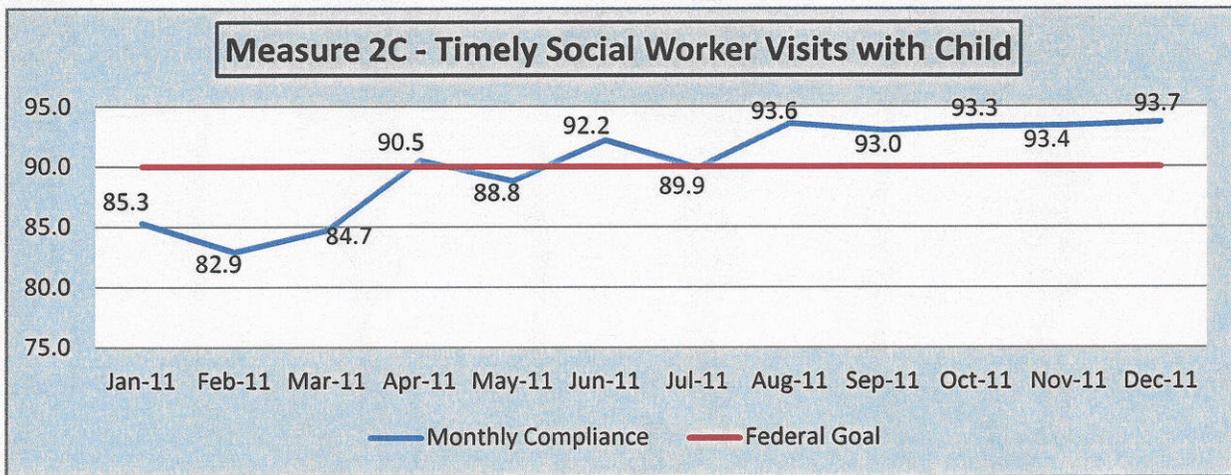


Data Source: CWS/CMS 2011 Quarter 3 Extract<sup>2</sup>.

## Measure 2C: Timely Social Worker Visits with Child

Improving the compliance rate regarding timely social worker visits has been a focus of great importance during this last year. Effective October 1, 2011, Federal Public Law 109-288 mandates that at least 90 percent of children in foster care, under the jurisdiction of the court, must be visited each month. In conjunction with this requirement, most exceptions to monthly visits have been eliminated by the California Department of Social Services (CDSS) to match the Federal requirements. Some visits completed by Foster Family Agency (FFA) Social Workers for children in FFA certified homes, and visits completed by Social Workers in other states for dependents placed through an ICPC agreement, may be counted for federal reporting purposes. In order for these visits to be counted, the data must be sent to our agency and entered into our Child Welfare Services/Case Management System (CWS/CMS) on a timely basis. A process was developed to enter contacts made by other agency social workers, whenever appropriate.

<sup>2</sup>, Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>



Data Source: SafeMeasures®<sup>3</sup>

During the first two quarters of 2011, Butte County compliance rates consistently fell short of the 90% federal goal. As a result, an internal audit for the period March through August 2011 was complete. It was determined that a number of issues came into play, which were addressed, resulting in marked improvement in this outcome (over 90% compliance in seven of the last nine months).

The following strategies have been implemented as a result of the internal audit:

- Department Policy mandates that all face to face visit contacts are entered in to CWS/CMS within 72 hours;
- Supervisors include this Outcome Measure in staff evaluations which will help ensure on-going dialogue regarding caseload management;
- Utilization of SafeMeasures® by Program Managers, Supervisors, Analysts, and Social Workers to track not only which visits are overdue but to better plan monthly visits;
- Provided time for staff to “clean up” data (including case closures and entering contacts for visits that have been completed) in CWS/CMS;
- Strategies were developed with Supervisors and Social Workers to ensure that future case closures are completed timely, so as to not show up as a missed contact;
- Beginning in October, the Children’s Services Management Team began including this as a standing agenda item for monthly meetings in order to review current data relative to this Outcome, as well as Outcome Measure 2B and the three SIP goals.

Taking Public Law 109-288 mandates into consideration, we remain committed to best practices for children in foster care and are committed to improving this outcome measure. Butte County provides a quarterly SIP update to partners and stakeholders and continues to work with CDSS to ensure compliance and improvement in the SIP goals and Process Measures.

**Butte County SIP Update Relative to State Program Improvement Plan (PIP):**

The California Program Improvement Plan (PIP) was originally submitted on October 30, 2009, and then revised and resubmitted on January 29, 2010, addresses a number of evidence-based

<sup>3</sup> Children’s Research Center SafeMeasures® Data. Butte County, AB 636 Measure 2C Social Worker Contacts, 1/1/11 through 12/31/11. Retrieved from the Children’s Research Center website. URL: <https://www.safemeasures.org/ca/safemeasures.aspx>

strategies designed to improve the child welfare system in California. While each strategy is presented individually, it is important to note that several of these strategies work in concert to produce the desired change. Similarly, many of the outcomes measured during the C-CFSR and noted in the PIP are affected by multiple strategies. Through these six broad strategies, California will continue to build on existing relationships and programs to improve the child welfare system and subsequently, improve the lives of children and families.

***PIP Strategy 1: Expand use of participatory case planning strategies.***

Findings indicate a need to increase engagement of youth, families, caregivers, tribes and service providers in the case planning and decision making processes. Research indicates that increased levels of family and community involvement are related to lower foster care re-entry rates. Participatory case planning encompasses several formal models and informal philosophies. These programs engage youth and families in case planning and decision making.

- Butte County Child Welfare utilizes a family team decision making process known as the FARE Program. SIP strategies have resulted in the enhancement of FARE meetings.
- Butte County Child Welfare has implemented the use of Signs of Safety (SOS) programs in all levels of case planning, with the eventual goal of utilizing SOS throughout the life of a case.

***PIP Strategy 2: Sustain and enhance permanency efforts across the life of the case.***

Data shows that the state must strengthen efforts towards finding a permanent family for a child in a timely manner. This will help prevent children and youth staying in foster care longer than needed. Additional research found that children who are in foster care longer are at-risk for re-entry to the foster care system.

Application of this strategy will strengthen permanency planning and follow-through by activities such as nurturing supportive relationships and working closely with courts and tribes. Additionally, including the youth, family members, caregivers and other involved people in placement decisions will be part of this strategy. This strategy will include efforts to improve the detection of and contact with both maternal and paternal family members. Barriers that prevent a child from keeping a permanent family will be better identified and removed, particularly barriers for relative caregivers.

- The new CAM Grant for Family Treatment Court participants provides an opportunity to enhance services to biological parents, their children and their children's caregivers.
- Butte County Child Welfare continues to provide relative locator services through a contract with a community provider. Plans are in place to enhance this service in the next fiscal year.
- Butte County Child Welfare continues to utilize a family team decision making process to determine the best initial placement for a youth and will be exploring the expansion of this service to be used for any additional placements.
- Butte County expanded the relative assessment process providing an opportunity for family members to attend an orientation helping them to navigate the relative/NREFM approval process.
- Juvenile Probation has implemented several innovative programs and is utilizing risk assessment tools to improve the rate of a child returning home.

***PIP Strategy 3. Enhance and expand caregiver recruitment, training, and support efforts.***

Findings show there are not enough foster homes for children and youth in need of foster care particularly youth with specialized needs. There is a need to strengthen recruitment and retention efforts to ensure placements for foster children and youth are available and stable. There is also a need to find and support extended family and kin.

- The new CAM Grant provides an opportunity to enhance services to caregivers/foster parents, as well as provide new training opportunities.
- Monthly support and educational groups have been implemented for foster parents and relative caregivers.
- Butte County Children's Services is exploring programs of education and support for caregivers. Beginning in March 2012, training will be provided in the Quality Parenting Initiative (QPI). QPI is based on the belief that:
  - The Foster Parent "brand" is seriously damaged;
  - A new brand cannot be created without reassessing the role of foster families;
  - A new brand is useless without changes in practice; and
  - A quality foster parent brand is core to the success or failure of the child welfare system.

***PIP Strategy 4: Expand options and create flexibility for services and supports to meet the needs of children and families.***

There are not enough services that are within the reach of children and families involved in the child welfare system. Limited access to high quality mental health services, inpatient substance abuse treatment, therapeutic foster care, and post adoption and guardianship services were shown to be among the most needed. Practices such as Wraparound improved access through coordination of services. Not enough transportation services and gaps in foreign language interpreters and culturally trained providers were also identified as barriers to obtaining services.

- Butte County Child Welfare continues to evaluate services for children and families in an attempt to provide quality and consistent services while evaluating outcomes to help inform future planning.
- Butte County Child Welfare is exploring options for alternative response strategies.
- Child Welfare and Probation both participate in local Wraparound Programs.

***PIP Strategy 5: Sustain and expand staff/supervisor training.***

One of the improvement activities created during the first CF SR was the implementation of a standardized core set of courses to train new social workers and supervisors. It also provided for ongoing training. It was put into place to have uniform training across the state. New rules implemented as of July 1, 2008, make the core training a mandatory requirement. Despite this change, there are a number of issues raised in the latest CF SR that are amenable to change through various forms of training. Some of the areas identified as training priorities include social workers' use of concurrent planning and permanency issues. Also, there is a need to focus on training related to high needs children and youth. Probation staff reported their need for increased child welfare training as well.

- In 2011, Butte County Child Welfare implemented a Supervisor's Institute. This institute is comprised of a series of training sessions designed for Children's Services supervisors on topics that prevent challenges. These topics include coaching through secondary trauma, best practices in staffing cases, and managing conflict. This Supervisor's Institute has evolved in to a multi-part leadership training series in 2012. Participants include the Assistant Director, Program Managers, Administrative Analysts and Social Work Supervisors.
- Supervisors have been trained and are assisting staff in implementing the use of Signs of Safety.
- Butte County Child Welfare is working in partnership with California State University, Chico to enhance supervisory capacity through the development of agency intern supervisors with trainings and supervisory process groups.

***PIP Strategy 6: Strengthen implementation of the statewide safety, risk and needs assessment system.***

Although there are indications that the standardized safety assessment system is effective in assessing risk and identifying the services needed to address risks, some concerns were identified in the CFSR. There is a body of evidence that suggests that increased visits with social workers are related to more positive outcomes in children.

- In partnership with the Butte County Department of Behavioral Health, Butte County Child Welfare utilizes an assessment and screening process for all parents entering the Child Welfare System and has recently implemented a similar process for children. Additionally, Children's Services is reviewing the current utilization of Structured Decision Making (SDM) and developing strategies for improved usage of these risk and safety assessment tools.

**C. CWS/Probation SIP Matrix Update**

Copies of the CWS/Probation SIP Matrix have been updated and are attached as part of this report. Listed as follows are updates on each of the SIP Goals approved in April 2011.

**CHILD WELFARE**

**SIP Goal Number 1: No Recurrence of Maltreatment**

**Outcome/Systemic Factor: Safety 1a) S1.1 No Recurrence of Maltreatment:**

Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months.

**County Performance at Time of SIP Approval:**

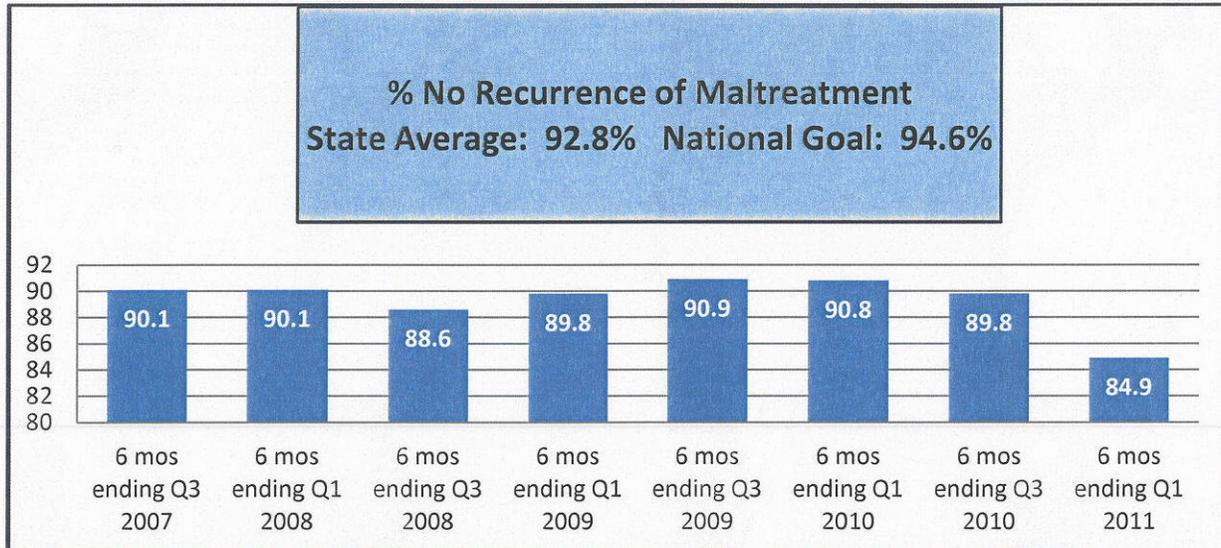
During Q 1 and Q2 of 2010, Butte County's rate was 90.6% (statewide average, 93.0%; federal standard is 94.6%).

Current Performance: For the six month period ending 3/31/12, Butte County's rate was 84.9%.

**Improvement Goal 1.0**

*Increase rate of no recurrence of maltreatment by 2.4%*

- While the most recent data shows that we continue to fall below the State average and the Federal goal for this outcome, it should be noted that the data represented in this chart is reflective of referrals received through March 31, 2011 and may not yet reflect recent changes made to services provided to our families. Because of the decrease in the last quarterly data (ending Quarter 1, 2011) an internal review was conducted. During that period it was discovered that there were 63 children who had a new substantiated referral. This population contained 12 sibling groups (31 children) or 49% of the total, which appears to have impacted this quarter's numbers.



Data Source: CWS/CMS 2011 Quarter 3 Extract<sup>4</sup>.

❖ Strategy 1.1: Develop and implement an “Alternative Response” Program in Butte County.

A priority of the current Butte County SIP is to implement Alternative Response Services to address the needs of families who are at risk of abuse and neglect or who have reunified after completing services with Child Welfare. As part of our SIP goals, an internal work group has been established to research Alternative Response ideas and identify service gaps. The work group has met and has done some preliminary research. However, due to current budget constraints, the initial approach to this strategy has been reevaluated. The current focus of the Alternative Response Workgroup is to look at internal ways to address referrals utilizing Signs of Safety and other resources. The team will be looking at other models that have been successfully implemented in other locations, including the successful Family Assessment Response (FAR) Program used in Minnesota. The FAR is a comprehensive strengths-based approach to working with families in which there is a concern of child abuse or neglect. The FAR program ensures children's safety and family stability by building on families' strengths and responding to individual needs. Both children and parents get the help they need without being labeled.

<sup>4</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

- ❖ Strategy 1.2 Expand/Enhance the Communities Accessing Responsive Services (CARS) Program.

The purpose of the Communities Accessing Responsive Services (CARS) program is to provide preventive services targeting youth and their families needing assistance due to crisis situations or other stressful situations, but not rising to the level of intervention provided by Children's Services. CARS staff provides case management, life skills training, parent education, social supports, and referrals to community resources. For the current fiscal year, Children's Services was able to help the community partner agency that provides the CARS Program by contracting with them to assist with the cost of providing this service. Additionally, the referral process was streamlined for Child Welfare referrals. However, the other strategies initially identified that were slated to be part of the Alternative Response Workgroup have not occurred due to the need to reevaluate goals for Alternative Response strategy. Additionally, it is unknown if the partner agency that provides the CARS Program will be able to continue funding this program in the next fiscal year.

- ❖ Strategy 1.3: Develop a system to track parental drug use at time of detention in CWS/CMS system.

While this is a year one goal, there is no information to report at this time as the strategies are identified to be implemented beginning in March and April of this year, with an anticipated roll out in year two.

### **Improvement Goal 2.0**

*Increase Social Workers knowledge, skills and practice in family engagement activities by enhancing and expanding existing strategies.*

- ❖ Strategy 2.1: Fully implement the use of Signs of Safety, an innovative strengths-based, safety-organized approach to child protection casework. SOS will be integrated with the Structured Decision Making (SDM) risk assessment tool.

Child Welfare continues to broaden the Signs of Safety (SOS) practice model which gives Social Workers the tools to collaboratively engage families in developing safety plans and find other strategies to reduce the recurrence of maltreatment. During this reporting period there were many training opportunities available for staff from Children's Services and from community partner agencies. The three facilitators assigned to the FARE (Facilitating All Resources Effectively) Program have participated in SOS training and are implementing SOS strategies in FARE meetings whenever appropriate. It is our goal to eventually use the SOS model throughout the life of a case.

- ❖ Strategy 2.2: Expand/enhance the Parent Education Experiential Resource (PEER) Program. PEER is a "hands-on" supervised parenting group with children under the age of five and their parents that utilizes the Nurturing Parenting Programs curriculum.

The PEER Program Oversight Team worked collaboratively to make program changes that have enhanced program eligibility for the PEER Program by allowing parents who are already participating in Family Maintenance will be eligible to participate in PEER, in addition to those in Family Reunification. This will allow more families the opportunity to participate in this valuable hands-on parenting program. The Oversight Team meets quarterly and continues to evaluate needs and ways to improve the program.

## SIP Goal Number 2: Re-Entry Following Reunification

### Outcome/Systemic Factor: Permanency Composite 1(4) Measure 4 (C1.4) Re-entry Following Reunification

This measure indicates the percent of children who exited foster care to reunification during a 12-month period and re-entered foster care less than 12 months from the date of discharge.

#### County's Performance at Time of SIP Approval

For the 12 month period ending 12/31/09, Butte County's rate was 19.6% (statewide average, 12.1%; federal standard, 9.9%)

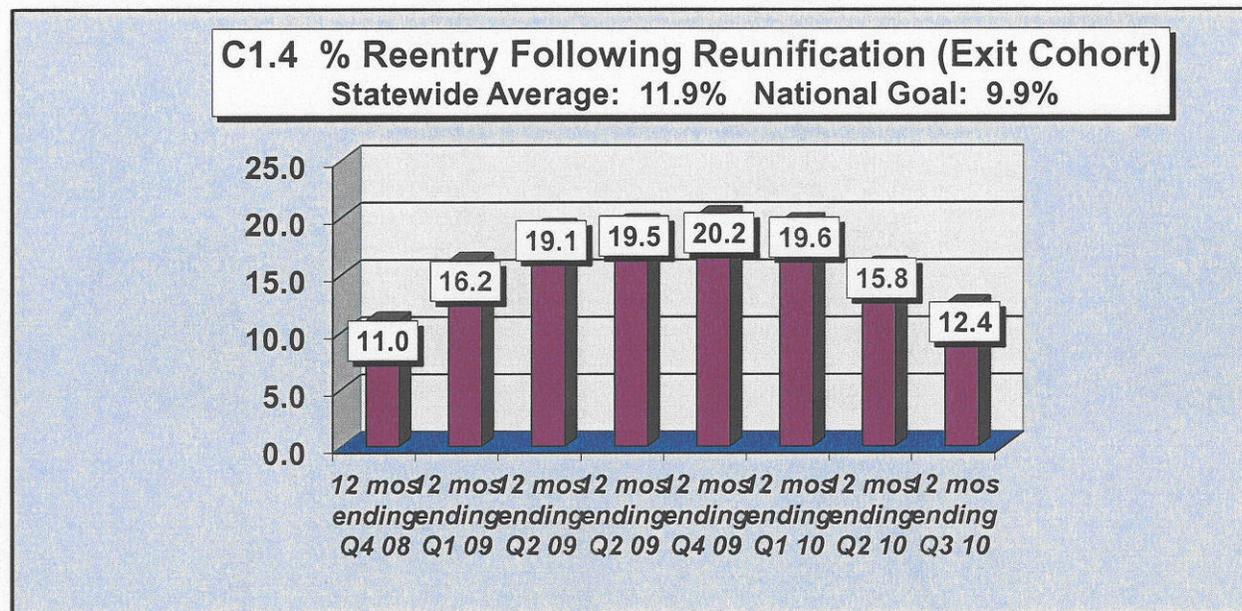
Current Performance: For the 12 month period ending 9/30/10, Butte County's rate was 12.4%.

This measure indicates the percent of children who exited foster care due to reunifying with their families during a 12-month period and then re-entered foster care less than 12 months from the date of discharge. This latest data reflects the percentage of children who exited foster care between September 1, 2009 through October 31, 2010 and then reentered foster care within 12 months.

#### Improvement Goal 1.0

*Decrease the rate of re-entry following reunification to 12.1%.*

Throughout 2009 and the beginning of 2010, re-entry rates continued to climb. However, since a high of 20.2% for the 12 month period ending December 31, 2009, the re-entry rate has continued to decline. While still higher than the State average for this time period, and higher than the national goal, the most recent data shows that our re-entry rate continues to improve, and is now at 12.4%.



Data Source: CWS/CMS 2011 Quarter 3 Extract<sup>5</sup>.

<sup>5</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

- ❖ Strategy 1.1: Implementation of the SAMHSA Grant, Children Affected by Methamphetamine (CAM), to provide comprehensive family-centered supports to children, their parents and caregivers for those parents who participate in the Butte County Family Treatment Court (FTC).

This is the second year of the four year Children Affected by Methamphetamine (CAM) grant which provides enhanced services to families participating in the Family Treatment Court (FTC) Program. The FTC Program assists families with obtaining intensive and comprehensive drug and alcohol treatment services. Historically, the FTC Program has focused on the alcohol and drug treatment needs of the participants. This federal grant funding has increased the ability for Butte County to provide comprehensive services to children and caregivers, as well as the parents, to enhance the success of families and reduce the potential for re-entry. The ability to monitor changes in outcomes as a result of these strategies will be closely evaluated to inform future planning.

Accomplishments to date for the CAM Grant include:

- Oversight team has been developed and meets monthly either by conference call or in person.
  - Curriculum was developed, training provided and the implementation of Nurturing Parenting classes for FTC participants with a particular emphasis on parenting in recovery has been completed. Children are also brought in to the classes for the last half hour so parents can practice parenting skills under the supervision of the class facilitators.
  - Nurturing Parenting training is provided to new foster parents and is available for all foster parents and relative caregivers on an on-going basis through the Butte College Foster Care/Kinship Training Program.
  - In October 2011, monthly education and support groups for foster parents and relative caregivers for those families in the Options for Recovery Program and the Family Treatment Court Program were implemented. To date, four sessions have been provided in both Chico and Oroville. The groups are structured so that there is a training component in each group, followed by a facilitated support group discussion. The foster parents and relative caregivers have been part of the planning process to ensure that educational topics cover areas they have identified as a need. The groups have been successful, and our goal is to continue these groups with even more participants in an effort to best support the needs of these caregivers.
  - The CAM Data Coordinator (DESS Administrative Analyst) and the CAM Data Evaluator (partner agency staff) have developed comprehensive data tracking and reporting procedures, and have completed two data uploads and narrative reports to the Project funder during year one of the grant.
  - Four part time Peer Parent Mentors have been hired and trained by Behavioral Health. The Peer Parent Mentors provide peer support to FTC participants as well as providing guidance and understanding of the recovery process to foster parents and relative caregivers.
- ❖ Strategy 1.2: Explore and develop “After Care” services to families in Family Maintenance and after they leave Child Welfare System.

This is a year two strategy, so there is no update at this time.

- ❖ Strategy 1.3: Conduct a Re-entry Study to identify reasons for increasing re-entry rates in Butte County.

The initial re-entry study has been completed and the data evaluated. Some of data was used to inform changes made to the SOFT Program as reported in Improvement Goal 2.0, below. Additionally, the Relapse Prevention Policy workgroup was developed as a result of the results of this study, as previously addressed in the narrative section of this report. It was also determined that an on-going analysis of these factors should occur on a regular basis.

### **Improvement Goal 2.0**

*Enhance and expand existing strategies that provide supportive services to families as they prepare to exit the Child Welfare Services.*

- ❖ Strategy 2.1 Expand/Enhance the Supporting Our Families Transition from FR to FM (SOFT) Program. The SOFT Program provides additional case management services and parent mentoring, with an emphasis on parenting in recovery.

This is a year two goal, however, much work has already been accomplished in this strategy in year one.

The SOFT Program is a combination of in-home parent education and support, case management and advanced parenting classes. The SOFT Program utilizes the Nurturing Parenting Programs® philosophy/curriculum with a specific emphasis on assisting parents build their parenting skills as they learn to parent in recovery and developing safety networks.

This fiscal year, program changes were implemented that allowed for more participant capacity and more flexibility in the program. The curriculum and the needs of the parents are being evaluated on an on-going basis by the staff of the SOFT Program; advanced parenting class topics are routinely reevaluated to meet these needs. It is anticipated that these continued enhancements to the SOFT Program will provide a better foundation for parents to incorporate appropriate support systems in their lives.

The SOFT Program is funded with Promoting Safe and Stable Families (PSSF) and Child Abuse Prevention, Intervention and Treatment (CAPIT) funds.

### **SIP Goal Number 3: Placement Stability**

#### **Outcome/Systemic Factor: Permanency Composite 4 (2) Placement Stability:**

This measure indicates the percentage of children that have permanency and stability in their living situations without increasing re-entry to foster care. This measure indicates the percentage of children in care having two or fewer placements (12 – 24 months in care).

#### **County Performance at Time of SIP Approval:**

In 2010, Butte County's rate was 54.7% for those children with two or fewer placements and 45.3% (statewide average, 64%; federal standard 65.4%).

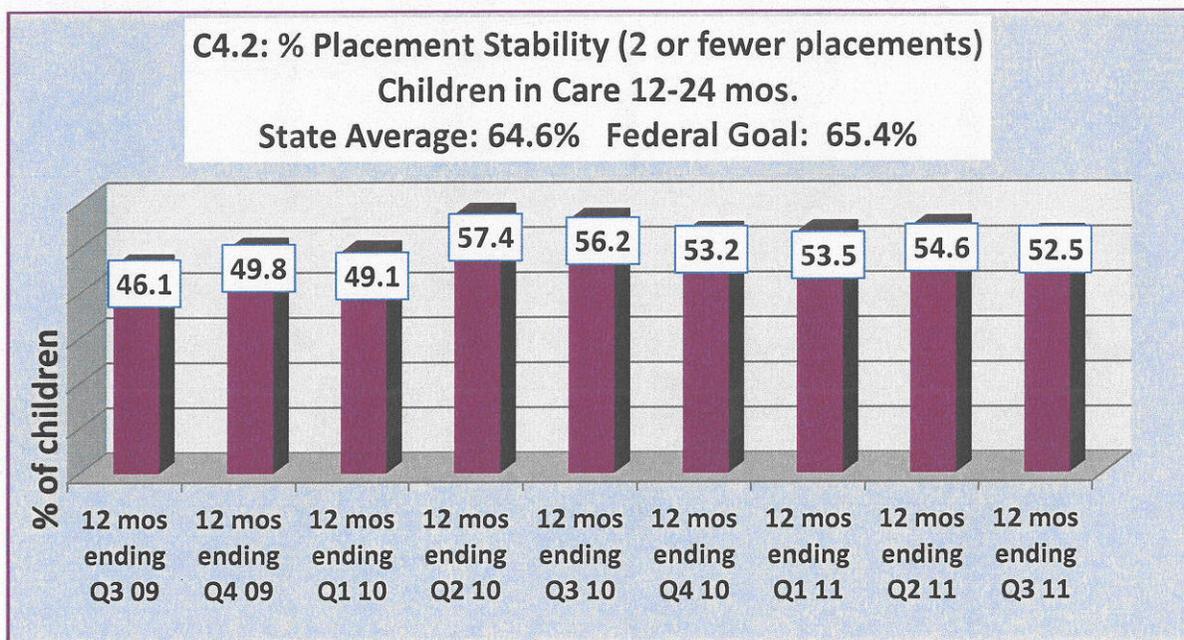
Current Performance: For period 10/1/10 – 9/30/11, Butte County's rate was 52.0%.

#### **Improvement Goal 1.0**

*Increase stability rate of children with two or fewer placements by 5%.*

Many children in Foster Care continue to experience more than 2 placements. This measure indicates the percentage of children in care for 12 to 24 months who have three or more foster care placements. The latest data reflects the percentage of children who were in care for 12 to

24 months and had two or fewer placements between October 1, 2010 and September 30, 2011.



Data Source: CWS/CMS 2011 Quarter 3 Extract<sup>6</sup>.

❖ Strategy 1.1: Enhance ability to place children with relative placements.

Placement processes are being evaluated for the reasons for moving a child from one foster home to another. A key contributing factor to decreased placement stability for children is the current practice of placing children into a temporary shelter home versus an “emergency” relative placement. Given this reality, a minimum of two placements has become the norm. Studies have shown that children placed with relatives and non relative extended family members stay in placement more successfully than in traditional foster care. A workgroup has been established to develop a new Emergency Relative Placement Policy which will allow for earlier relative placements, with an anticipated roll out date in April 2012. It is anticipated that implementing a policy that allows for earlier emergency relative placements will decrease the numbers of children who initially begin their stay in shelter homes. This practice should eventually help improve placement stability in this area.

❖ Strategy 1.2: Expand the use of Family Team Decision Making (FTDM) in the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves.

Another key focus of the current System Improvement Plan is to implement additional oversight of placement change processes and expand utilization of family team decision making meetings through our Facilitating All Resources Effectively (FARE) Program. When youth are at risk of moving from one foster home to another, the team decision making process can allow for planning to remediate the issues in the current home or determine the next best placement plan for the child if a move is deemed necessary. The FARE Facilitators have started using Signs of

<sup>6</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

Safety strategies in their meetings which is anticipated to benefit this outcome measure. While budget constraints have prevented the addition of a fourth facilitator, changes to the SOFT Program referral process freed up the duties of one of the existing facilitators, providing more availability for family focus meetings. Enhancement of this program continues to be a goal.

## **PROBATION**

### **SIP Goal: Permanency 2 – The Continuity of Family Relationships and Connections is Preserved for Children**

**Outcome/Systemic Factor: Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings. Least Restrictive Entries (First Placement and Point in Time Placement)**

#### **Improvement Goal 1.0**

*Improve Placement Stability*

- ❖ Strategy 1.1: Improve overall placement stability by decreasing removals or length of removals by increasing family finding efforts and relative placements.

The Probation Department has implemented several programs such as Aggression Replacement Therapy, Transitional Services Program (18 and Beyond) and Electronic Communication Security Diversion Class to reduce out of home placements. Formal departmental policies have been established regarding mandatory risk to re-offend assessment, case planning, relative placement, and use of least restrictive plans of rehabilitation.

Appropriate relative placement and Wraparound Programs such as the Senate Bill 163 Program, the Connecting Circles of Care Program along with the Minor Adjustments Program are also mandatorily considered and utilized (if the child is eligible and suitable) prior to any recommendation for removal.

The Out of Home Placement Unit Probation Officer has maintained close and continuous contact with all juveniles in out of home placement, program staff, the child's parents and the child's attorney. By setting and monitoring clear goals and expectations, the officer has facilitated the return of the children at the earliest possible time upon completion of their court-ordered rehabilitation program.

- ❖ Strategy 1.2: Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.

In an effort to improve placement stability, as of February 2012, Butte County Probation has continued to use an evidence-based risk to reoffend assessment tool and individual case planning to facilitate rehabilitation and prevent removal from the home, or, in the cases that removal is ordered, the length of time a child is in out of home placement. All Juvenile Probation Officers have attended mandatory risk to re-offend assessment, case planning and motivational interviewing training.

- ❖ Strategy 1.3: Serviced Development: Improve overall placement stability by identifying gaps in services and developing resources to fill gaps.

The Supervising Probation Officer, Probation Officer and Technician assigned to the Probation Department's Out of Home Placement Unit attended four family finding resource trainings provided by UC Davis. Staff continue to participate in ongoing training via UC Davis Webinars. Progress in this area continues and there is ongoing research and use of Web-Based Search Engines, State/County Data Systems such as CWS/CMS; Offender Trac and CASE Systems, and child and parent Inquiries.

It is a goal of Butte County Probation that a department-wide family finding policy and training requirements be established. This is to encourage and facilitate family finding at the earliest possible opportunity. However, at this time, procedures are informal and training has been limited to the out of home placement unit personnel. Regular Juvenile Unit Meetings are held to disseminate new family finding resources and information and to reiterate new policies.

## **D. CWSOIP Narrative**

### **CHILD WELFARE**

Butte County Children's Services has continued to use Child Welfare Service Outcome Improvement Plan (CWSOIP) funding to strengthen families by funding:

- Relative Locator Program;
- Supporting Active Family Engagement (SAFE) Program (a therapeutic supervised visitation program); and
- Psychological evaluations, specialized counseling services and bonding studies.

These programs help support county efforts to improve safety, permanency and well-being for children and families.

### **PROBATION**

The Butte County Probation Department CWSOIP amount for FY 2011/2012 was \$15,383. The funds have been being utilized at least in part to improve placement stability in the following ways: Staff Training as to family finding programs and resources, risk to re-offend assessing and case planning and the development of services and programs to address of gaps in juvenile services such as Aggression Replacement Therapy, Transition Services Program (18 and Beyond) and Electronic Communication Security Diversion Class. Development of a Vandalism Eradication Program is underway. Assessing as to effectiveness of programs and services being used is underway and an ongoing process.

## **E. CAPIT/CBCAP/PSSF Annual Report**

The annual CAPIT/CBCAP/PSSF Annual Narrative Report and Data submission was submitted to the Office of Child Abuse Prevention (OCAP) on October 12, 2011. The CBCAP Application and Assurances Form and the Certification of the CCTF Revenue Form were submitted on November 3, 2011.

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**ATTACHMENT 1a) SIP Component – Child Welfare Services  
Year One Update 3-20-12**

**Safety 1**

<p><b>Outcome/Systemic Factor: Safety 1 a) S1.1 No Recurrence of Maltreatment</b> Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?</p> <p><b>County's Current Performance:</b> During Q 1 and Q2 of 2010, Butte County's rate was 90.6% (Existing SIP goal is 92.5%; statewide average is 93.0%; federal standard is 94.6%)</p> <p><b>Improvement Goal 1.0</b> Increase rate of no recurrence of maltreatment by 2.4%</p>		<p><b>Strategy Rationale</b> An Alternative Response Program would allow Children's Services and Community-Based Organizations (CBOs) to respond in a more flexible manner to reports of child abuse or neglect and to support families whose children have been returned to their care.</p>		
<p><b>Strategy 1.1</b> Develop and implement an "Alternative Response" Program in Butte County.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>		<p><b>Assigned to</b>  Alternative Response Workgroup developed, consisting of Program Managers, Administrative Analyst and line staff met to identify service gaps and needs.  The original goals are no longer viable due to fiscal constraints; this strategy has been re-evaluated and will continue to be researched in year two.</p> <p>Program Manager Administrative Analyst</p>	
	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>			
<p><b>Milestone</b></p>	<p><b>Timeframe</b></p>		<p><b>Assigned to</b></p>	
	<p><b>1.1.1</b> Develop core group of Children's Services staff and community partners to explore preventative service gaps, and identify needs, in our community. <b>COMPLETED</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>		
	<p><b>1.1.2</b> Evaluate needs and research fiscal options, including leveraged funding options and develop a framework for an alternative response program. <b>PARTIALLY COMPLETED: WILL CONTINUE AS A YEAR TWO GOAL.</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>		
<p><b>1.1.3</b> If funding is available, issue a Request for Proposals for "Alternative Response" Program.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>		<p>Program Manager Administrative Analyst</p>	

	<p><b>1.1.4</b> If funding is available, implement "Alternative Response" Program, including training Children's Services staff and community partner staff and incorporating the use of SDM.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>		<p>Program Manager Administrative Analyst</p>
	<p><b>1.1.5</b> If "Alternative Response" program is implemented, evaluate progress and outcomes.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>		<p>Program Manager Administrative Analyst</p>
<p><b>Strategy 1.2</b> Expanding/enhance the Communities Accessing All Resources (CARS) Program</p>		<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> The CARS Program is a community-based "Alternative Response" Program that provides services to families not needing protection from Children's Services.</p>	
		<p><b>Milestone</b></p>	<p><b>1.2.1</b> Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of expanding services to families in Family Maintenance. <b>COMPLETED</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>
<p><b>1.2.2</b> Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of implementing a "warm hand off" from Children's Services to the CARS Program following an investigation by Children's Services. <b>COMPLETED</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>			<p>This was accomplished by changing the referral process from Child Welfare to the CARS Program.</p>

	<p><b>1.2.3</b> If fiscally feasible, implement enhancements to CARS Program. <b>COMPLETED</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Due to funding challenges for CBO, Child Welfare was able to fund CARS Program at current levels through end of FY 11-12. It is uncertain if this program will continue to be funded in FY 12-13.</p>
<p><b>Strategy 1.3</b> Develop a system to track parental drug use at time of detention in the CWS/CMS system.</p>	<p><b>1.3.1</b> Identify list of most common drugs used by parents at time of detention. <b>PENDING SPRING 2012</b></p> <p><b>1.3.2</b> Create new “Special Projects” Codes for identified substances in CWS/CMS. <b>PENDING SPRING 2012</b></p> <p><b>1.3.3</b> Develop guidelines and train staff to enter “Special Projects” Codes in CWS/CMS.</p>	<p><b>Strategy Rationale</b> This will provide better understanding of treatment service needs for parents earlier in the case planning process.</p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 31 – April 16, 2013 through April 15, 2014</p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p><b>Assigned to</b></p> <p>Administrative Analyst - Pending Evaluation to be completed TBD March or April 2012</p> <p>Administrative Analyst and Staff Development Officer - To be implemented upon determination of commonly used drugs at time of detention. TBD April 2012</p> <p>Staff Development Officer</p> <p>Administrative Analyst</p>
<p><b>Milestone</b></p>	<p><b>1.3.3</b> Develop guidelines for accessing information to be used by staff in planning and developing case plans, programs etc.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Administrative Analyst</p>

<b>Improvement Goal 2.0</b> Increase social workers' knowledge, skills and practice in family engagement activities by enhancing and expanding existing strategies.		<b>Strategy Rationale</b> SOS provides a means to engage families using solution focused methods. This approach will ensure families are involved in the development of case planning, improve critical thinking in social workers and enhance safety by identifying dangers, developing well defined and realistic goals and by building safety networks.	
<b>Strategy 2.1</b> Fully implement the use of Signs of Safety (SOS), an innovative strengths-based, safety-organized approach to child protection casework. SOS will be integrated with the Structured Decision Making (SDM) risk assessment tool.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Assigned to</b>
<b>Milestone</b>	<b>2.1.1</b> Provide formal training to staff that have not yet been trained in SOS. <u>COMPLETED, BUT ALSO ON-GOING FOR NEW STAFF</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer and Program Managers - On-going process both in-house and through Northern Training Academy
	<b>2.1.2</b> Develop guidelines for use of SOS model. <u>IN DEVELOPMENT</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer and Program Managers TBD May 2012
	<b>2.1.3</b> Implement SOS in case staffing between social workers and supervisors. <u>USE OF COACHES WILL END IN JUNE 2012, BUT THE STAFFING WILL CONTINUE AS AN INTERNAL PROCESS IN YEAR TWO</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer and CWS Supervisors On-going process; coaches have been assigned to our county and SOS is used in some case staffing meetings between Supervisors and Social Workers
	<b>2.1.4</b> Implement SOS for use in the field. <u>ON-GOING PROCESS</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer and CWS Supervisors On-going process
	<b>2.1.5</b>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012	Staff Development Officer



<p><b>2.2.2</b> If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.</p> <p><b><u>COMPLETED AND ON-GOING ASSESSMENT</u></b></p>		<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Program Manager, Supervisors, Administrative Analyst, and Program staff 10/11 – Changed program eligibility to include families in FM</p>
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Children's Services will enhance the following to reduce the recurrence of maltreatment:</p> <ul style="list-style-type: none"> <li>▪ Respond to families in a non-adversarial manner, engaging them in the necessary change process.</li> <li>▪ Address the commitment to prevention and early intervention.</li> <li>▪ Comprehensive family assessments of safety, risk and protective capacity as well as family strengths and needs.</li> <li>▪ On-going assessment of needs and funding options.</li> </ul>			
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Staff will need training/coaching for the SOS model and integration with SDM and some staff will need training as facilitators in the Nurturing Parenting Programs. Partner agency staff and community-based organizations will need overview training in SOS.</p>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Children's Services will work closely with community partners, CalWORKs and other county agencies involved in providing services to youth and families as needed to implement programs and strategies.</p>			
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>None at this time.</p>			

**ATTACHMENT 1 b) SIP Component – Child Welfare Services  
Year One Update 3-20-12**

**Permanency 1, Permanency Composite 1**

**Outcome/Systemic Factor: Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification**

This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.

**County's Current Performance:**

For the 12 month period ending 12/31/09, Butte County's rate was 19.6% (existing SIP goal is 9.9%; statewide average is 12.1%; federal standard is 9.9%)

**Improvement Goal 1.0**

Decrease the rate of reentry following reunification to 12.1%

**Strategy 1.1**

Implementation of the SAMHSA Grant, Children Affected by Methamphetamine, to provide comprehensive family-centered supports to children, their parents and caregivers for those parents who participate in the Butte County Family Treatment Court. The target population to be served consists of families participating in Butte County's Family Treatment Court (FTC) Program and whose children who are between the ages of 0-3, and their siblings, who are affected by Methamphetamine or other substance abuse.

<input type="checkbox"/>	<b>CAPIT</b>
<input type="checkbox"/>	<b>CBCAP</b>
<input type="checkbox"/>	<b>PSSF</b>
<input checked="" type="checkbox"/>	<b>N/A</b>

**Strategy Rationale**

The goals of this program include:

- ▶ Increase caregivers' appropriate developmental expectations for children;
- ▶ Increase caregivers' sensitive, consistent parenting;
- ▶ Reduce the rate of recurrence of child maltreatment; and
- ▶ Reduce the rate of re-entry into foster care.

Milestone	Timeframe	Assigned to
<p><b>1.1.1</b> Develop core group of Children's Services staff and Behavioral Health staff to work with grant funder to implement new grant program. <b>COMPLETED</b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>DESS Program Manager,            BH Program Manager,            CWS Supervisor and            Administrative Analyst</p> <ul style="list-style-type: none"> <li>• CAM Grant enhancements to FTC have been implemented beginning in September 2011;</li> <li>• Oversight Team meets monthly via telephone</li> </ul>

	<p><b>1.1.2</b> Develop curriculum and provide training to Family Treatment Court Staff and other partners in assessment tools for grant and in Nurturing Parenting Programs curriculum.</p> <p><b><u>COMPLETED</u></b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>conference call and/or in person.</p> <ul style="list-style-type: none"> <li>• Program staff have been identified and hired.</li> </ul> <p>DESS Program Manager,  BH Program Manager,  CWS  Supervisor and  Administrative Analyst</p> <ul style="list-style-type: none"> <li>• Staff have been trained in assessment tools;</li> <li>• Curriculum has been developed using the Nurturing Parenting Programs</li> <li>• On-going training being developed and provided to Peer Parent Mentors</li> </ul>
	<p><b>1.1.3</b> Develop and implement a plan to provide support and training to relative care-givers and foster parents in Nurturing Parenting Programs, assessment tools and the needs of children in their care.</p> <p><b><u>COMPLETED FOR YEAR ONE: ON-GOING</u></b>  <b><u>GOAL FOR YEAR TWO</u></b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>DESS Program Manager,  BH Program Manager,  CWS  Supervisor and  Administrative Analyst</p> <ul style="list-style-type: none"> <li>• Nurturing Parenting training available to caregivers;</li> <li>• Support and educational group started for caregivers in October 2011</li> <li>• On-going training</li> </ul>

				needs to be identified in support groups								
<p><b>1.1.4</b> Develop evaluation methods with Project Evaluator for tracking progress of parents participating in the Family Treatment Court. <b><u>COMPLETED FOR YEAR ONE: ON-GOING GOAL FOR YEARS TWO AND THREE</u></b></p>		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		<p>Administrative Analyst, CWS Social Worker assigned to grant and Researcher from UC Davis (project evaluator) Tracking method has been developed and implemented.</p>								
<p><b>1.1.5</b> Collaborate with BH in the identification and hiring of parent mentors to work with parents in the Family Treatment Court. <b><u>COMPLETED</u></b></p>		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		<p>DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst Four part time Peer Parent Mentors have been hired.</p>								
<p><b>Strategy 1.2</b> Explore and develop “After Care” services to families in Family Maintenance and after they leave the Child Welfare System.</p>		<table border="1"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	<p><b>Strategy Rationale</b> Implementation of a continuum of services to support families as they prepare to exit the Child Welfare System would better support and prepare families for successful reunification.</p>	
<input type="checkbox"/>	<b>CAPIT</b>											
<input type="checkbox"/>	<b>CBCAP</b>											
<input type="checkbox"/>	<b>PSSF</b>											
<input checked="" type="checkbox"/>	<b>N/A</b>											
<p><b>Milestone</b></p>	<p><b>1.2.1</b> Establish a team from Child Welfare, parents who had been in the Child Welfare System, other county staff and community partners to evaluate needs and identify supports that would benefit families once they leave the Child Welfare System.</p> <p><b>1.2.2</b> Research ways to provide additional “After Care” services by holding parent focus groups; visiting other county programs; explore leveraged</p>	<p><b>Timeframe</b></p> <input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<p><b>Assigned to</b></p>	<p>Program Manager Supervisor Administrative Analyst</p> <p>Program Manager Supervisor Administrative Analyst</p>								

	<p>funding options;</p> <p><b>1.2.3</b> If fiscally feasible, implement strategies to support "After Care" services.</p>	<p>April 15, 2014</p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013</p> <p><input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Program Manager Supervisor Administrative Analyst</p>
	<p><b>Strategy 1.3</b> Conduct a reentry study to identify reasons for increasing reentry rates in Butte County.</p>	<p><b>Strategy Rationale</b> This survey will provide more information as to the reason why families are reentering our system, which will inform future planning and strategizing for better success in this area.</p> <p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	
<p><b>Milestone</b></p>	<p><b>1.3.1</b> Develop reentry study and analyze reasons for families that return to the Child Welfare System. <b><u>COMPLETED AND WILL CONTINUE TO BE EVALUATED ON AN ON-GOING BASIS</u></b></p> <p><b>1.3.2</b> Utilize findings from reentry study to inform the Alternative and After Care services. <b><u>COMPLETED AND WILL CONTINUE TO BE EVALUATED ON AN ON-GOING BASIS</u></b></p>	<p><b>Timeframe</b></p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013</p> <p><input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013</p> <p><input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p><b>Assigned to</b></p> <p>Program Managers and Administrative Analyst:</p> <ul style="list-style-type: none"> <li>• Initial re-entry study completed</li> <li>• Monthly re-entry study has been established for on-going evaluation</li> </ul> <p>Program Manager and Administrative Analyst</p>

<b>Improvement Goal 2.0</b> Enhance and expand existing strategies that provide supportive services to families as they prepare to exit the Child Welfare System.		<b>Strategy Rationale</b> Enhancing and increasing the capacity of families who participate in the SOFT Program would provide additional supports to families as they exit the Child Welfare System.	
<b>Strategy 2.1</b> Expand/enhance the Supporting Our Families in Transition from FR to FM (SOFT) Program. The SOFT Program provides additional case management services and parent mentoring, with an emphasis on parenting in recovery, to some parents as they transition from Family Reunification to Family Maintenance.	<input checked="" type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF
	<input type="checkbox"/> N/A		
<b>Milestone</b>	<b>Timeframe</b>	<b>Assigned to</b>	
	<p><b>2.1.1</b> Develop a team including Children's Services staff and program vendor to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand the SOFT Program by increasing program capacity and increasing length of time families can participate in the program.</p> <p><b>2.1.2</b> If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.</p>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Supervisor Administrative Analyst Program staff	
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>			
The reentry study will not only inform future planning, but also will be utilized in looking at ways to enhance/expand the SOFT Program. The full implementation of Signs of Safety (listed in Safety 1, S1.1) will also be a strategy that will be used in this Outcome/Systemic Factor.			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>			
None at this time.			
<b>Identify roles of the other partners in achieving the improvement goals.</b>			
Children's Services will work closely with community partners, CalWORKs and other county agencies involved in providing services to youth and families as needed to implement programs and strategies.			
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>			
None at this time.			

**ATTACHMENT 1c) SIP Component – Child Welfare Services  
Year One Update 3-20-12**

**Permanency 1, Permanency Composite 4**

<b>Outcome/Systemic Factor: Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability (12 – 24 Months in Care)</b>											
This measure indicates the percentage of children that have permanency and stability in their living situations without increasing reentry to foster care. This measure indicates the percentage of children in care having two or fewer placements.											
<b>County's Current Performance:</b> In 2010, Butte County's rate was 54.7% for those children with two or fewer placements and 45.3% (statewide average is 64%; federal standard is 65.4%)											
<b>Improvement Goal 1.0</b> Increase placement stability rate of children with two or fewer placements by 5%											
<b>Strategy 1.1</b>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> <td rowspan="4"><b>Strategy Rationale</b> Being able to place children with relative placements on an emergency basis will likely reduce the number of placements a child must experience.</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Being able to place children with relative placements on an emergency basis will likely reduce the number of placements a child must experience.	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	
<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Being able to place children with relative placements on an emergency basis will likely reduce the number of placements a child must experience.									
<input type="checkbox"/>	<b>CBCAP</b>										
<input type="checkbox"/>	<b>PSSF</b>										
<input checked="" type="checkbox"/>	<b>N/A</b>										
<b>Milestone</b>	<p><b>1.1.1</b> Develop core group of Children's Services staff to explore and create policies and procedures in order to safely place children in relative placements on an emergency basis. <b>COMPLETED</b></p>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>Year 1 – April 16, 2011 through April 15, 2012</td> <td rowspan="4"><b>Assigned to</b>  DESS Program Manager and Administrative Analyst: • Relative Placement Workgroup has been identified and meets regularly</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 2 – April 16, 2012 through April 15, 2013</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 3 – April 16, 2013 through April 15, 2014</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 1 – April 16, 2011 through April 15, 2012</td> </tr> </table>	<input checked="" type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012	<b>Assigned to</b>  DESS Program Manager and Administrative Analyst: • Relative Placement Workgroup has been identified and meets regularly	<input type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013	<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014	<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012
	<input checked="" type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012	<b>Assigned to</b>  DESS Program Manager and Administrative Analyst: • Relative Placement Workgroup has been identified and meets regularly								
	<input type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013									
<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014										
<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012										
<p><b>1.1.2</b> Develop policies and procedures that will enhance the ability to place children with relative caregivers on an emergency basis.</p>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>Year 2 – April 16, 2012 through April 15, 2013</td> <td rowspan="4"><b>Assigned to</b>  Program Manager Staff Development Officer</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 3 – April 16, 2013 through April 15, 2014</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 1 – April 16, 2011 through April 15, 2012</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Year 2 – April 16, 2012 through April 15, 2013</td> </tr> </table>	<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013	<b>Assigned to</b>  Program Manager Staff Development Officer	<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014	<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012	<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013	
<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013	<b>Assigned to</b>  Program Manager Staff Development Officer									
<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014										
<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012										
<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013										
<p><b>1.1.3</b> Train staff in new procedures for emergency placements.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>Year 3 – April 16, 2013 through April 15, 2014</td> <td rowspan="4"><b>Assigned to</b>  Program Manager Staff Development Officer</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 1 – April 16, 2011 through April 15, 2012</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Year 2 – April 16, 2012 through April 15, 2013</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Year 3 – April 16, 2013 through April 15, 2014</td> </tr> </table>	<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b>  Program Manager Staff Development Officer	<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012	<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013	<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014	
<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b>  Program Manager Staff Development Officer									
<input type="checkbox"/>	Year 1 – April 16, 2011 through April 15, 2012										
<input checked="" type="checkbox"/>	Year 2 – April 16, 2012 through April 15, 2013										
<input type="checkbox"/>	Year 3 – April 16, 2013 through April 15, 2014										

<p><b>1.1.4</b> Develop evaluation methods to track the changes in placement stability.</p>		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<p>Program Manager Administrative Analyst</p>				
<p><b>Strategy 1.2</b> Expand the use of Family Team Decision Making (FTDM) through increased use of the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves.</p>	<p><b>Strategy Rationale</b> Family Team Decision Making (FTDM) is utilized successfully on a regular basis for placement decisions and case planning and appears to be a strategy that would benefit placement stability as well.</p>	<table border="1"> <tr> <td><input type="checkbox"/> CAPIT</td> </tr> <tr> <td><input type="checkbox"/> CBCAP</td> </tr> <tr> <td><input type="checkbox"/> PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/> N/A</td> </tr> </table>	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A	
<input type="checkbox"/> CAPIT							
<input type="checkbox"/> CBCAP							
<input type="checkbox"/> PSSF							
<input checked="" type="checkbox"/> N/A							
<p><b>1.2.1</b> Develop a Core group of Children's Service and Fare Program vendors to expand the FARE Program capacity to allow for more meetings to be provided at all stages of a case from investigation to permanency, including meetings to address placement issues and decisions. <b>COMPLETED AND WILL CONTINUE AS A YEAR TWO GOAL</b></p>	<p><b>Timeframe</b></p>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<p>Program Manager: and Administrative Analyst</p> <ul style="list-style-type: none"> <li>• FARE Program Team meets quarterly</li> <li>• Options have been identified for enhancing FARE Program</li> <li>• Changes to SOFT Program freed up one FARE Facilitator to do more family topic meetings</li> <li>• On-going discussion and training planned</li> </ul>				
<p><b>1.2.2</b> Train FARE Facilitators in Signs of Safety to be utilized during FTDM meetings. <b>COMPLETED</b></p>	<p><b>Assigned to</b></p>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<p>Staff Development Officer Three FARE Facilitators have been trained in Signs of Safety and have begun to utilize skills in family meetings.</p>				
<p><b>1.2.3</b> If fiscally feasible, enhance program capacity through additional staff (either support staff or additional facilitator).</p>		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<p>Program Manager Administrative Analyst</p>				

<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Changes would need to be made to the placement procedures and policies if emergency placements with relatives are increased.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>FARE Program Facilitators would need to be trained in Signs of Safety.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>N/A</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>None at this time.</p>

**ATTACHMENT 1d) SIP Component – Probation  
Year One Update 3-20-12**

**Permanency 2 – The Continuity of Family Relationships and Connections is Preserved for Children**

<b>Outcome/Systemic Factor:</b> Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)			
<b>County's Current Performance:</b> While specific data is not available at this time, Butte County Probation needs to expand it family finding, assessment, case planning and targeted treatment efforts to improve its overall placement stability outcomes.			
<b>Improvement Goal 1.0</b> Improve Placement Stability			
<b>Strategy 1.1</b> Improve overall placement stability by decreasing removals or length of removals by increasing family finding efforts and relative placements.	<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Children may needlessly enter the system or languish in the system if family finding and relative placement strategies are not fully utilized.	SPOs, POs, Juvenile Probation Technicians  11/15/11 Progress: Above staff attended family finding resource trainings provided by UC Davis 5/5/11; 6/28/11; 6/29/11; 6/30/11; UC Davis Webinars-Ongoing
	<input type="checkbox"/> CBCAP		
<input type="checkbox"/> PSSF			
<input checked="" type="checkbox"/> N/A			
<b>1.1.1</b> Attend any provided family finding instruction.  <u>COMPLETED</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b>	
<b>1.1.2</b> Explore and/or implement departmental access to specific family finding resources.  <u>COMPLETED</u>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	SPOs, POs, Juvenile Probation Technicians  11/15/11 Progress: Ongoing Research/Exploration & use of Family Finding Resources such as: <ul style="list-style-type: none"> <li>• Web-Based Search Engines</li> <li>• State/County Data Systems such as CWS/CMS; Offender Trac &amp; CASE Systems.</li> <li>• Child/Parent Inquiries</li> </ul>	
<b>Milestone</b>			

	<p><b>1.1.3</b> Implement formal policies or procedures as to effective family finding strategies for preventative, wrap-around and/or reunification purposes. Provide family finding instruction and resources to Probation Officers.</p> <p><b><u>IN PROGRESS</u></b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	SPOs 11/15/11 Progress: Policy development underway. Family finding instruction, guidance & resources being provided.								
<p><b>Strategy 1.2</b></p>	<p>Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.</p>	<p><b>Strategy Rationale</b> Children may languish in the system if their specific needs have not been appropriately identified and targeted.</p> <table border="1" data-bbox="406 934 649 1165"> <tr> <td><input type="checkbox"/></td> <td><b>CAPIT</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>CBCAP</b></td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>PSSF</b></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><b>N/A</b></td> </tr> </table>	<input type="checkbox"/>	<b>CAPIT</b>	<input type="checkbox"/>	<b>CBCAP</b>	<input type="checkbox"/>	<b>PSSF</b>	<input checked="" type="checkbox"/>	<b>N/A</b>	
<input type="checkbox"/>	<b>CAPIT</b>										
<input type="checkbox"/>	<b>CBCAP</b>										
<input type="checkbox"/>	<b>PSSF</b>										
<input checked="" type="checkbox"/>	<b>N/A</b>										
<p><b>Milestone</b></p>	<p><b>1.2.1</b> Attend any provided assessment and/or case planning instruction. <b><u>COMPLETED AND ON-GOING</u></b></p> <p><b>1.2.2</b> Establish procedures and policies to ensure all juveniles at risk of out of home placement have been assessed as to risk to re-offend and that a individualized case plan has been developed. <b><u>COMPLETED AND ON-GOING</u></b></p> <p><b>1.2.3</b> Provide ongoing risk to re-offend and case planning Instruction and resources. <b><u>COMPLETED AND ON-GOING</u></b></p>	<p><b>Timeframe</b></p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p> <p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012  <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013  <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p><b>Assigned to</b></p> <p>SPOs, POs; 11/15/11 Progress: Assessment/Case Planning Training on: 9/29/11; 9/30/11; 10/24-10/26/11; 11/3/11, Ongoing</p> <p>SPOs, 11/15/11 Progress: Policy development underway. Procedural meeting between Probation &amp; DA 3/3/2012, Monthly unit meetings.</p> <p>SPOs, Ongoing provision thru 11/15/11, Monthly Unit Meetings.</p>								

<b>Strategy 1.3</b> <b>Service Development</b> Improve overall placement stability by identifying gaps in services and developing resources to fill gaps.		<b>Strategy Rationale</b> Development of effective services available to children and families will decrease the incidence of removal, shorten the length of the removal, strengthen the family unit and reduce the likelihood of re-entry.	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<b>1.3.1</b> Evaluate effectiveness of local programs by monitoring individual case planning goals and outcomes. Identify lacking support and services. <b>COMPLETED</b>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		SPOs; POs.  11/15/11 Progress: Gaps in juvenile services identified: Aggression Replacement Therapy (ART); Transitional Services; Electronic Communication Security; Vandalism Accountability.  SPOs  11/15/11 Progress: Underway. See Above.
<b>1.3.2</b> Collect information and/or data from Probation Officers pertaining to program effectiveness and gaps in services. <b>IN-PROGRESS</b>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b>	
<b>1.3.3</b> Evaluate effectiveness of local programs by reviewing collective case planning goals and outcomes. Support and enhance those programs proving to be effective. If funding is available, develop new resources to address gaps in services. <b>IN-PROGRESS AND ON-GOING</b>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<b>Timeframe</b>	SPOs  11/15/11 Progress: Programs Created to address Identified Gaps: Aggression Replacement Therapy; 18 & Beyond Program (Transition Services); Electronic Communication Diversion Class; Vandalism Eradication Program.