



**Monterey County
System Improvement Plan
(SIP)
UPDATE
January 2, 2012**

California Outcomes and Accountability System
(COAS)

Acknowledgements

The Monterey County Department of Social and Employment Services would like to thank all of our interagency partners, FCS staff, Probation staff, Community Partners, youth and consumers who participated in the COAS process. The Self-Assessment Report and System Improvement Plan can not be completed without oversight, and dedication of the Monterey County Children's Council, the System of Care Governance Council, community partner stakeholders, members of FCS's Data and Statistics Group, members of FCS and Probation Management Teams and the members of the Self Assessment and SIP Teams. The Self Assessment represents many hours of analysis, discussion, and hard work in order to improve outcomes for the children and families of Monterey County.



Monterey County Board of Supervisors

District 1, Fernando Armenta

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Monterey County Department of Social and Employment Services

Elliott Robinson, Director

Robert Taniguchi, Branch Director, Family and Children's Services

Monterey County Probation Department

Manuel Real, Chief Probation Officer

Denise Shields, Juvenile Division Director

Child Welfare Redesign in Monterey County

Recognizing Partnerships - Celebrating Accomplishments
- Moving Forward -



(Internal marketing aid to show the relationships between the different layers of government and local efforts.)

SIP Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	Monterey
Responsible County Child Welfare Agency:	Monterey County Department of Social and Employment Services
Period of Plan:	January 29, 2011 to January 29, 2014
Period of Outcomes Data:	Quarter 2, 2011
Date Submitted:	January 2, 2012
County Contact Person for County System Improvement Plan	
Name:	Daniel Bach
Title:	MAIII
Address:	1000 S. Main Street, Suite 205 Salinas, CA 93901
Phone/Email	(831)796-3525 bachd@co.monterey.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Elliott Robinson
Signature:	
Submitted by:	
Submitted by:	County Chief Probation Officer
Name:	Manuel Real
Signature:	

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EXECUTIVE SUMMARY:

Monterey County, like all other counties, has been impacted by the economic and legislative foci. Through a collaborative effort services that support children and families continues to move forward with the increasing mandates and the dedication to Child Welfare Redesign. Slowly, concepts that support continuous quality improvement and outcome based performance are helping to shape our evolution.

Over the past year we have come to see the impact of realignment on funding, the implementation of AB12, and changes to many regulations that impact the day to day function of child welfare services. This impact has been difficult to measure or monitor. Our reality, as a department, is that we are always trying to catch up.

However, Monterey continues to perform well when reviewing our overall outcomes. We see the value of working to continually improve and are attempting to adapt. In comparison to California, Monterey's participation rates fluctuate at approximately half the state average. Anyone can infer a causation ranging from economic indicators, poverty or housing concerns, however no direct causation is available.

Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Monterey Most recent performance ¹	CA Most recent performance ¹
PR	Participation Rates: Referral Rates	01/01/10	12/31/10	3,187	121,108	26.3	48.0
PR	Participation Rates: Substantiation Rates	01/01/10	12/31/10	395	121,108	3.3	8.9
PR	Participation Rates: Entry Rates	01/01/10	12/31/10	101	121,108	0.8	3.1
PR	Participation Rates: In Care Rates	07/01/10	07/01/10	278	121,108	2.3	5.5

For the remainder of our SIP time frame we are moving forward with our adopted direction and will attempt to fuse forced change, necessary change and unexpected change into a formula that will support children and families county wide.

DATA UPDATE:

Looking at the point in time data movement for No Recurrence of Maltreatment, Monterey continues to perform within a margin with little variance. There is minor changes at 12 and 18 months, but when looking further into the data youth 16-17 are most likely to be affected.

Chart 1-6 Month Recurrence:

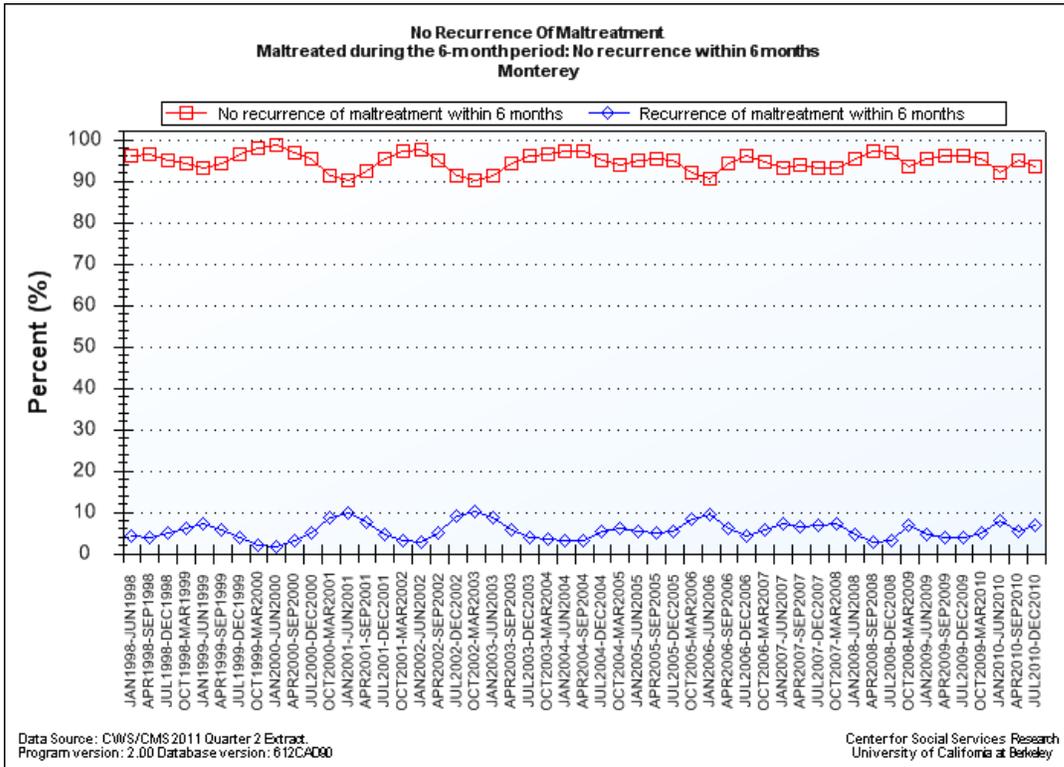


Chart 2-12 Month Recurrence:

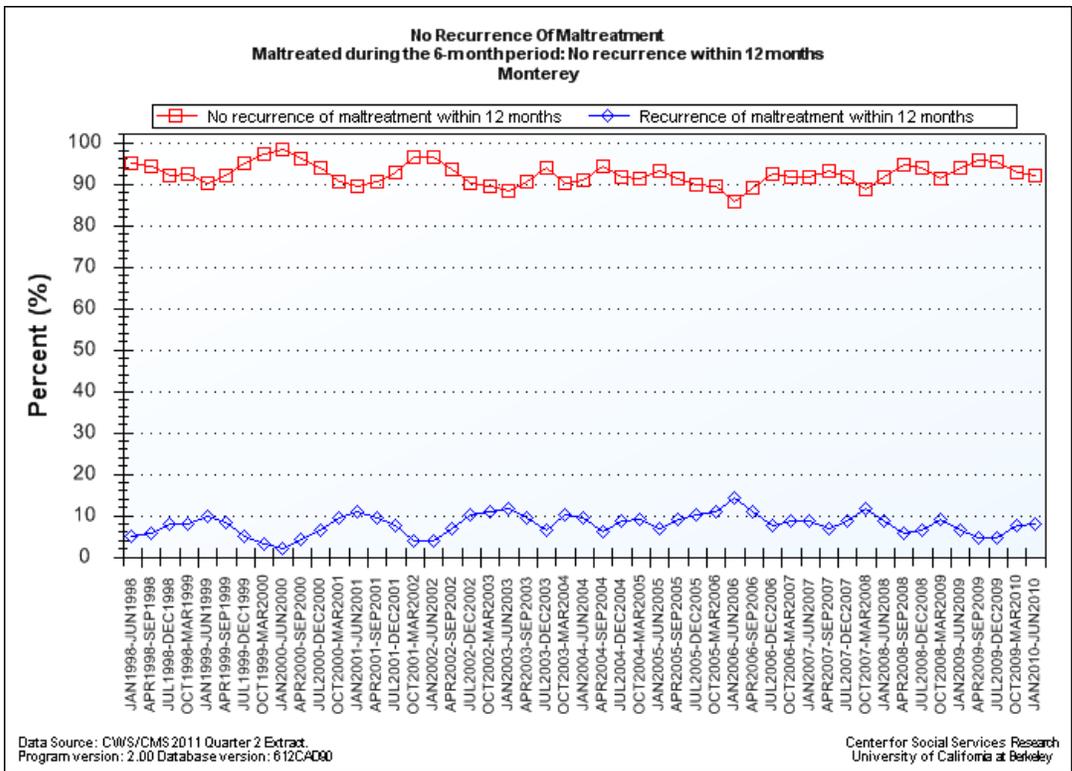
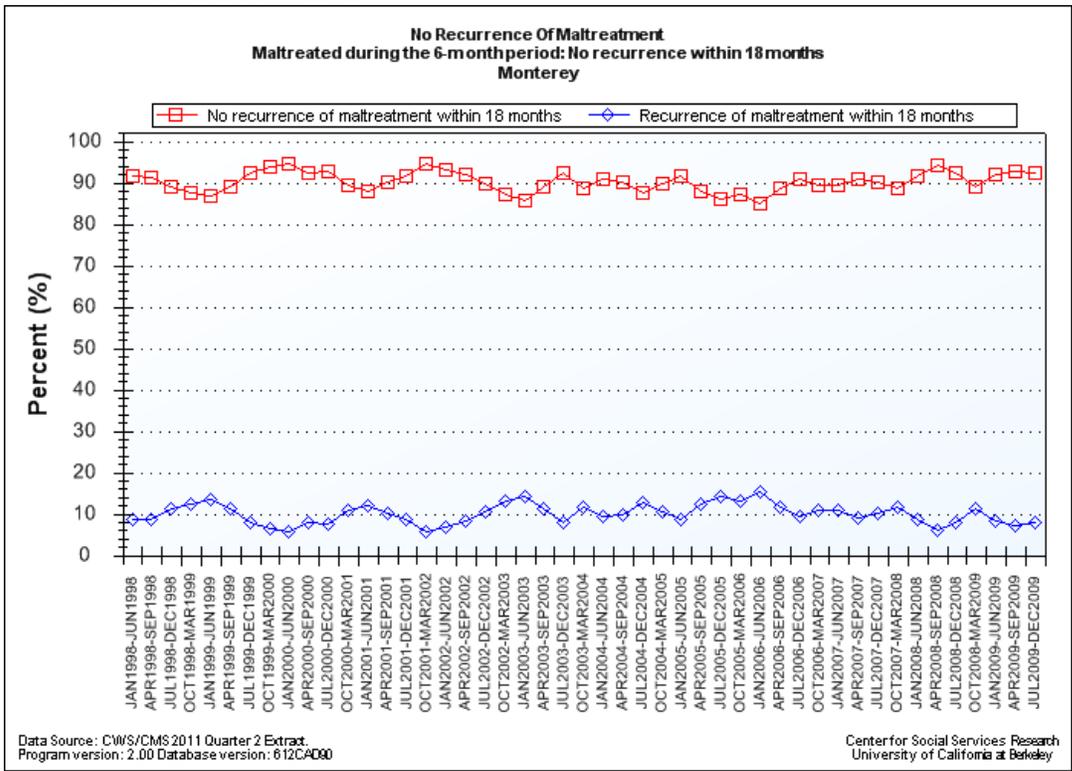


Chart 3-18 Month Recurrence:



When looking at placement stability the point in time data snapshot shows that Monterey is moving in the right direction when looking at youth in care for less than 24 months. However after 24 months we are continuing to struggle. The greatest instability can be seen with group home placements having 53.2 % on average rate of more than 2 placements.

Chart 4-Placement Stability 8 Days to 12 Months:

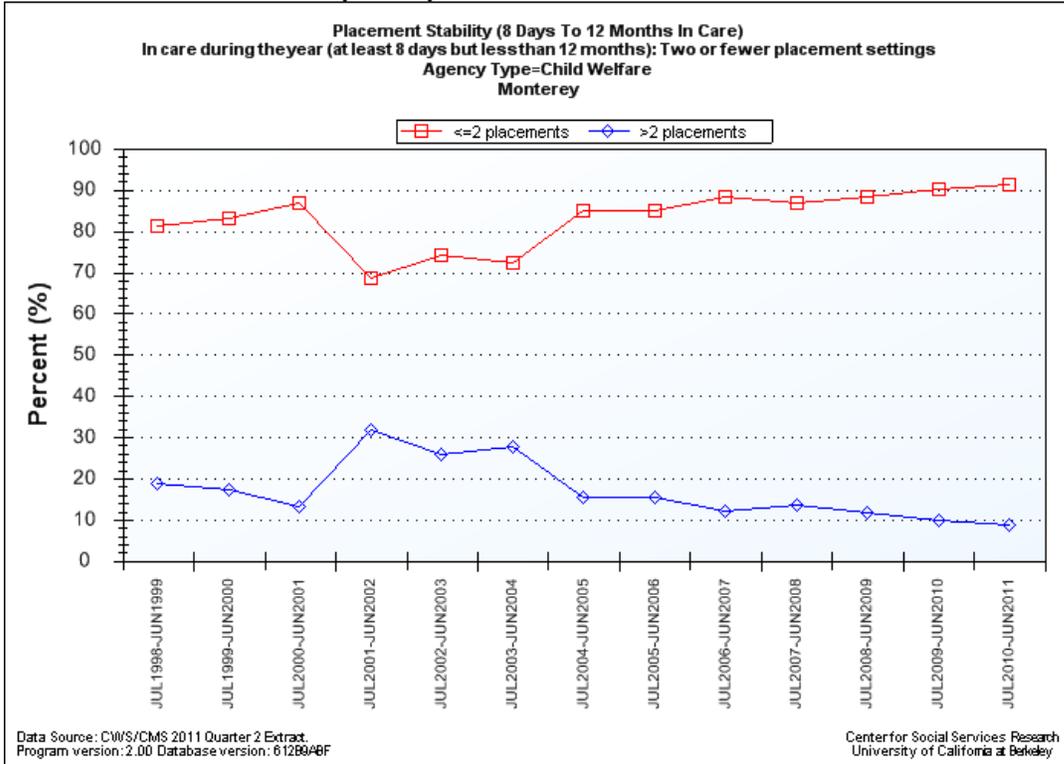


Chart 5- Placement Stability 12 Months to 24 Months:

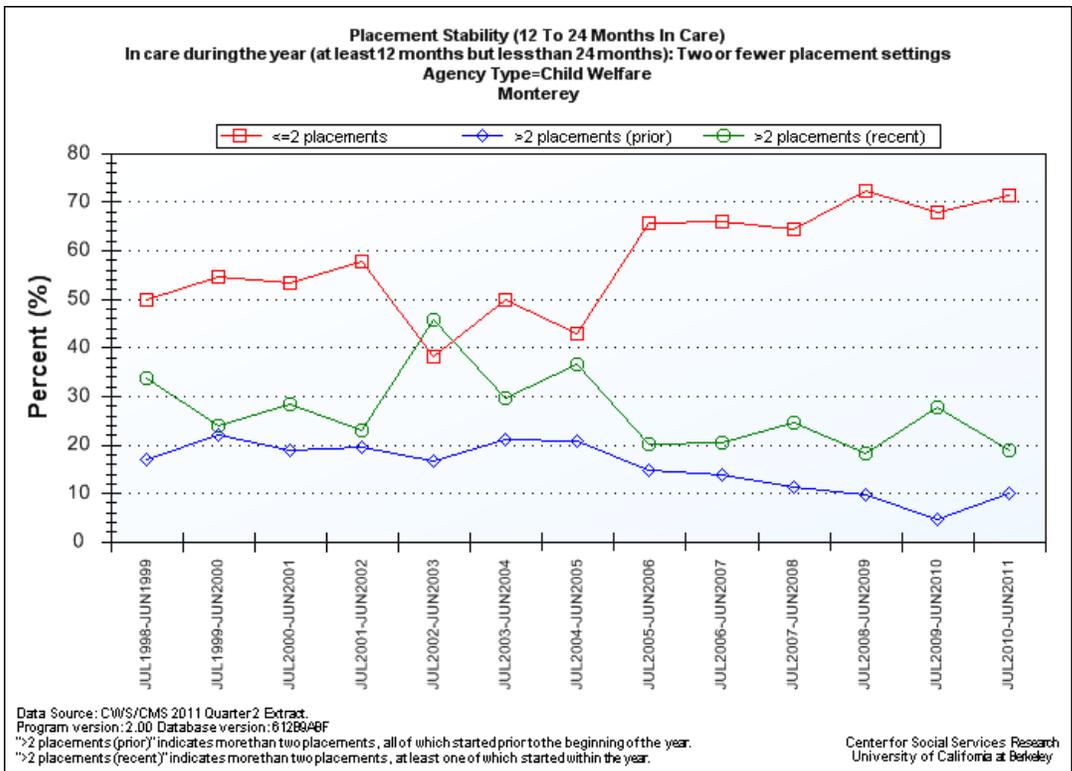
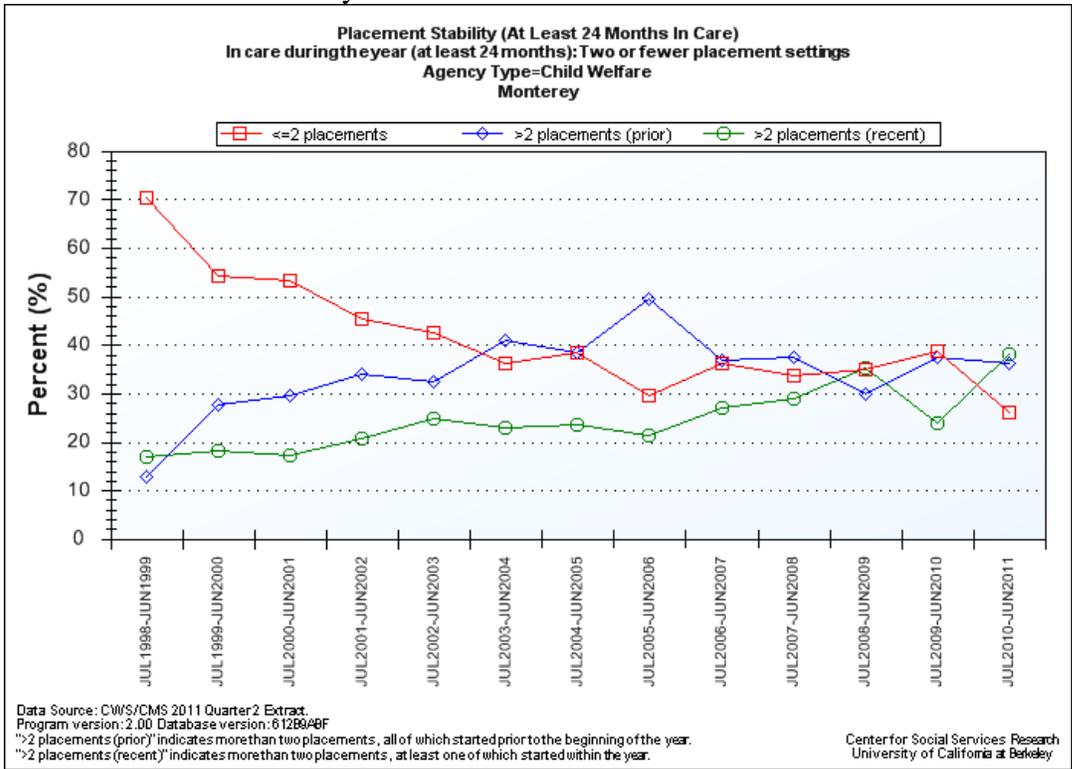


Chart 6-Placement Stability at least 24 months:



Although not part of our original SIP, it was requested we look at our Median time to Reunification. When looking at the point in time data view, Monterey continues to run at the high end for this measure. This is complicated due to the very low re-entry into care rates that are corresponding. Over the last 5 years there has been a unique curve that dipped and then increased the time related to reunification. Characteristics such as placement type, age, gender removal reason do not seem to be at the center of the increase.

Table 1-Median Time to Reunification:
 Center for Social Services Research
 University of California at Berkeley
 Median Time To Reunification (Exit Cohort)
 Exits to reunification during the year: Median time to reunification
 Agency Type=Child Welfare
 Selected Subset: **Number of Days in Care: 8 days or more**
 Monterey

Gender						
	JUL2005-JUN2006	JUL2006-JUN2007	JUL2007-JUN2008	JUL2008-JUN2009	JUL2009-JUN2010	JUL2010-JUN2011
	Months in care					
	Median	Median	Median	Median	Median	Median
Female	11.1	9.3	7.2	13.4	13.2	13.8
Male	11.8	10.6	7.3	15.2	13.1	16.2
Missing	1.6
Total	11.2	9.3	7.3	13.9	13.2	15.3

Data Source: CWS/CMS 2011 Quarter 2 Extract.

Program version: 2.00 Database version: 6122365E

[How to get your graph](#)

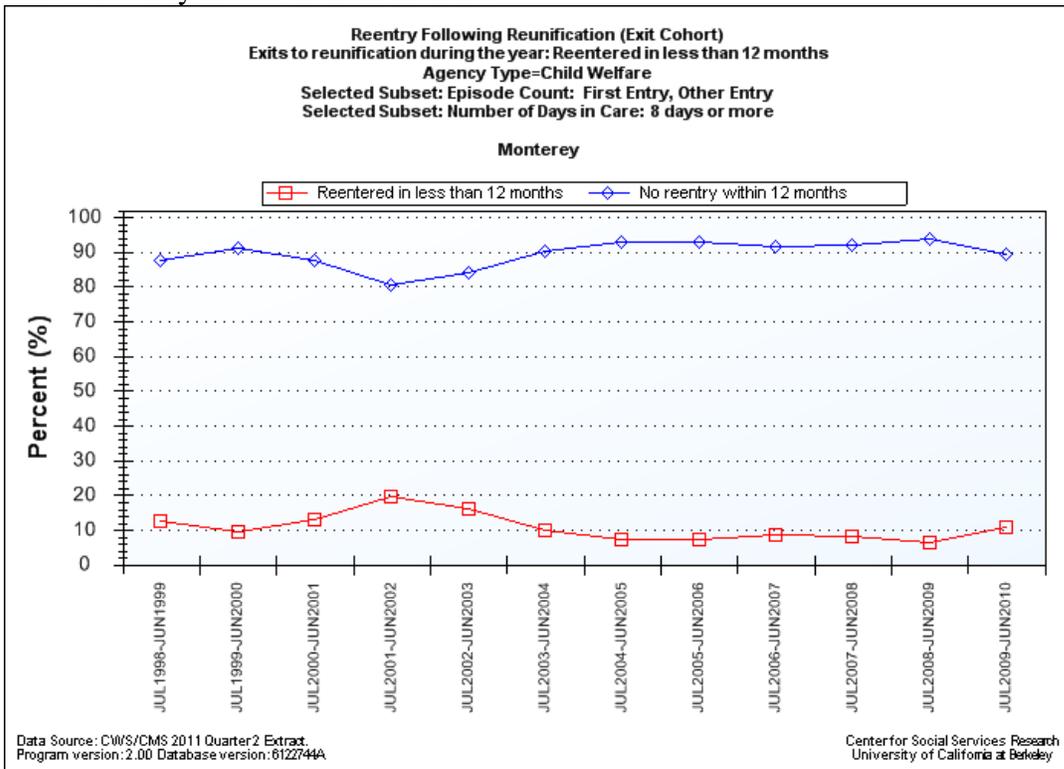
Based on this initial data, Monterey has been looking at this documentation to see what could be affecting our median time. At the heart of the issue, Monterey sees the conflict established between the Federal Bench mark and existing Welfare & Institutions code 361.5(a)(2) and Rules of Court 1456(h) & 1460(a)(1). This requirement that starts the clock at the earlier of 60 days from the date a child enters foster care or jurisdiction automatically adds time when calculating the outcome measurement.

Setting that aside, a CQI report was completed looking at this relationship. And the majority of active cases were in compliance with Welfare & Institutions code. A few cases were identified as having some CWS/CMS documentation errors requiring the need for ongoing monitoring of data entry polices.

Next a query of all cases reunified in the last 2 years was developed and the results provided to the supervisors and manager within the program for a hand on case review. The results of that review identified some issues that could be inferred as having a part to play in this measure. Those issues were Language difficulties working with the Oaxacan Indigenous families, large sibling groups and access to mental health services. On-going supervisors are currently working toward improving these concerns.

As a matter of course, this information was distributed to our collaborative partners, the courts, our advocates and with staff. We will continue to look at this issue from a qualitative perspective, but acknowledge that changes in statute are outside our area of control.

Cart 7-Reentry in less than 12 months:



Cart 8-Reentry in less than 24 months:

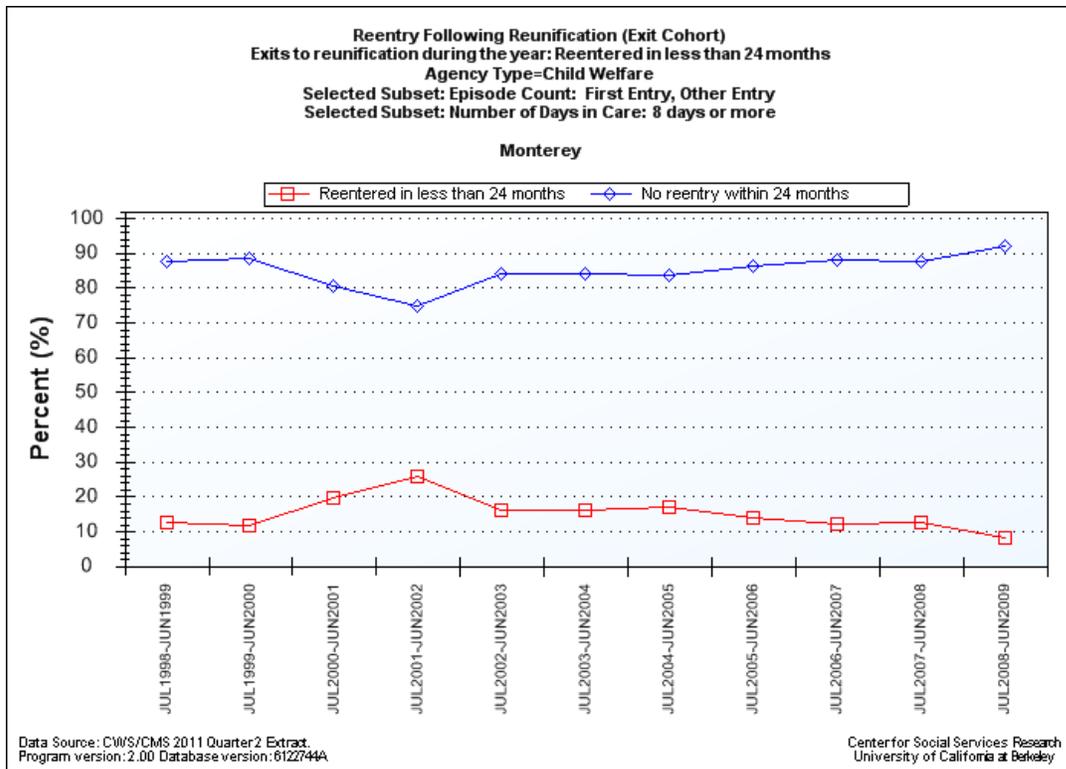


Table 2 – Probation Data

CWS Outcomes System Summary for Monterey County--10.27.11
Report publication: NOV2011. Data extract: Q2 2011. Agency: Probation.

Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²
PR	Participation Rates: Referral Rates ⁵	01/01/10	12/31/10	N.A.	N.A.	N.A.	N.A.	N.A.
PR	Participation Rates: Substantiation Rates ⁵	01/01/10	12/31/10	N.A.	N.A.	N.A.	N.A.	N.A.
PR	Participation Rates: Entry Rates	01/01/10	12/31/10	39	111,013	0.4	N.A.	N.A.
PR	Participation Rates: In Care Rates	07/01/11	07/01/11	68	111,013	0.6	N.A.	N.A.
S1.1	No Recurrence Of Maltreatment⁶	07/01/10	12/31/10	N.A.	N.A.	N.A.	94.6	N.A.
S2.1	No Maltreatment In Foster Care	07/01/10	06/30/11	72	72	100.00	99.68	100.3
C1	Reunification Composite⁵	N.A.	06/30/11	N.A.	N.A.	0.0	122.6	-68.9
C1.1	Reunification Within 12 Months (Exit Cohort)	07/01/10	06/30/11	5	8	62.5	75.2	83.1
C1.2	Median Time To Reunification (Exit Cohort)	07/01/10	06/30/11	N.A.	8	9.1	5.4	59.3
C1.3	Reunification Within 12 Months (Entry Cohort)	01/01/10	06/30/10	0	9	0.0	48.4	N.A.
C1.4	Reentry Following Reunification (Exit Cohort)	07/01/09	06/30/10	0	5	0.0	9.9	N.A.
C2	Adoption Composite⁵	N.A.	06/30/11	N.A.	N.A.	0.0	106.4	-88.7
C2.1	Adoption Within 24 Months (Exit Cohort)	07/01/10	06/30/11	0	0	0.0	36.6	N.A.
C2.2	Median Time To Adoption (Exit Cohort)	07/01/10	06/30/11	N.A.	0	0.0	27.3	N.A.
C2.3	Adoption Within 12 Months (17 Months In Care)	07/01/10	06/30/11	0	3	0.0	22.7	N.A.
C2.4	Legally Free Within 5 Months (17 Months In Care)	07/01/10	12/31/10	0	4	0.0	10.9	N.A.
C2.5	Adoption Within 12 Months (Legally Free)	07/01/09	06/30/10	0	0	0.0	53.7	N.A.
C3	Long Term Care Composite⁵	N.A.	06/30/11	N.A.	N.A.	0.0	121.7	-69.7
C3.1	Exits To Permanency (24 Months In Care)	07/01/10	06/30/11	1	3	33.3	29.1	114.5
C3.2	Exits To Permanency (Legally Free At Exit)	07/01/10	06/30/11	0	1	0.0	98.0	N.A.
C3.3	In Care 3 Years Or Longer (Emancipated/Age 18)	07/01/10	06/30/11	1	11	9.1	37.5	412.5

C4	Placement Stability Composite⁵	N.A.	06/30/11	N.A.	N.A.	0.0	101.5	-97.1
C4.1	Placement Stability (8 Days To 12 Months In Care)	07/01/10	06/30/11	61	63	96.8	86.0	112.6
C4.2	Placement Stability (12 To 24 Months In Care)	07/01/10	06/30/11	17	22	77.3	65.4	118.2
C4.3	Placement Stability (At Least 24 Months In Care)	07/01/10	06/30/11	4	7	57.1	41.8	136.7
2B	Timely Response (Imm. Response Compliance)⁵	04/01/11	06/30/11	N.A.	N.A.	N.A.	N.A.	N.A.
2B	Timely Response (10-Day Response Compliance)⁵	04/01/11	06/30/11	N.A.	N.A.	N.A.	N.A.	N.A.
2C**	Timely Social Worker Visits with Child (Month 1)^{5, **}	Apr 2011	Apr 2011	N.A.	N.A.	N.A.	N.A.	N.A.
2C**	Timely Social Worker Visits with Child (Month 2)^{5, **}	May 2011	May 2011	N.A.	N.A.	N.A.	N.A.	N.A.
2C**	Timely Social Worker Visits with Child (Month 3)^{5, **}	Jun 2011	Jun 2011	N.A.	N.A.	N.A.	N.A.	N.A.
4A	Siblings (All)⁵	07/01/11	07/01/11	N.A.	N.A.	N.A.	N.A.	N.A.
4A	Siblings (Some or All)⁵	07/01/11	07/01/11	N.A.	N.A.	N.A.	N.A.	N.A.
4B	Least Restrictive (Entries First Plc.: Relative)	07/01/10	06/30/11	0	60	0.0	N.A.	N.A.
4B	Least Restrictive (Entries First Plc.: Foster Home)	07/01/10	06/30/11	0	60	0.0	N.A.	N.A.
4B	Least Restrictive (Entries First Plc.: FFA)	07/01/10	06/30/11	0	60	0.0	N.A.	N.A.
4B	Least Restrictive (Entries First Plc.: Group/Shelter)	07/01/10	06/30/11	60	60	100.0	N.A.	N.A.
4B	Least Restrictive (Entries First Plc.: Other)	07/01/10	06/30/11	0	60	0.0	N.A.	N.A.
4B	Least Restrictive (PIT Placement: Relative)	07/01/11	07/01/11	0	80	0.0	N.A.	N.A.
4B	Least Restrictive (PIT Placement: Foster Home)	07/01/11	07/01/11	0	80	0.0	N.A.	N.A.
4B	Least Restrictive (PIT Placement: FFA)	07/01/11	07/01/11	0	80	0.0	N.A.	N.A.
4B	Least Restrictive (PIT Placement: Group/Shelter)	07/01/11	07/01/11	60	80	75.0	N.A.	N.A.
4B	Least Restrictive (PIT Placement: Other)	07/01/11	07/01/11	20	80	25.0	N.A.	N.A.

STATUS OF STRATEGIES:

See revised matrix.

EFFECTIVENESS/CONTINUATION AND IMPROVEMENT:

In order to get to effectiveness there have always been two roads that present themselves, that of perception and that of evaluation. To date Monterey County tries to use both roads.

According to the managers and supervisors, they see great strides in addressing the needs of youth and have started to see value in the data. In addressing placement stability, the perception indicates that there is great value in the collaborative meetings that are held with families and children. However, the tracking of those meetings, with the exception of TDM's remains difficult at best. CWS/CMS doesn't offer the flexibility to track this information and we are currently working on ways to identify these meetings so that evaluation reports can be developed. Monterey County has continued to take advantage of our relationship with UC Berkeley, who has been testing evaluation methodology for TDMs. This has been valuable, but again it doesn't allow for local variables to be computed.

Monterey County see's small improvements and are committed to moving the relationship between perception and evaluation forward. But at the same time we are critical of views that do not account for local variables. Methodologies adopted for statewide application often miss impacts at the community level which can be garnered in mixed methodology approaches.

SYSTEMATIC CHANGES:

In order to see the impact of ongoing change the following list are some of the legislation that Monterey County is currently addressing:

AB12:

Under AB12 the development of an Extended Foster Care Program will allow foster youth to remain in foster care and continue to receive foster care payment benefits (AFDC-FC payments) and services beyond age 18, as long as the foster youth is meeting participation requirements, living in an approved or licensed facility, and meeting other eligibility requirements as set forth in this ACL 11-69.

Katie A. V. Bonta:

In the settlement agreement parties will require to implement a plan that will allow children to receive Wraparound, and TFC when medically necessary. Within this are principals of partnership with the child and family, home and community based service, coordinated services, strength based plans, no reject from services structure and full funding.

AB 114:

On June 30, 2011, [Assembly Bill 114, Chapter 43, Statutes of 2011 \(AB 114\)](#) was signed into law. Under AB 114, several sections of Chapter 26.5 of the California *Government Code (GC)* were amended or rendered inoperative, thereby ending the state mandate on county mental health agencies to provide mental health services to students with disabilities. With the passage of AB 114, it is clear that school districts are now solely responsible for ensuring that students with disabilities receive special education and related services, including some services previously arranged for or provided by county mental health agencies.

CPYP Evolution:

California Permanency for Youth Project at it's completion of funding has merged with the Center for Family Finding and Youth Connectedness, hosted by Seneca Center-now known as NIPFC or National Institute for Permanent Family Connectedness.

AB636 Evolution:

Child Welfare Redesign is in a status of Continuous Quality Improvement and requires an ever developing focus on data as it relates to outcomes for youth. This now requires us to look at shared data resources across agencies and reporting.

AB 118:

Effective July 1, 2011 funding for Adoption Services; Foster Care; Child Welfare Services; Adult Protective Services; CAPIT has been realigned from the state to local governments.

AB 102:

Enacted June 28, 2011 requires the transition of Medi-Cal related mental health functions be transferred from DMH to DHCS by July 1, 2012.

<http://www.dhcs.ca.gov/services/medi-cal/Documents/Medi-Cal%20Mental%20Health/Mental%20Health%20Services%20Transition%20Plan%20-%20October%201%202011.pdf>

MHSA/Full Service Partnership:

Based on the AB2034 evaluation model, the Performance Measurement Advisory Committee developed initial requirements for measuring individual-level performance outcomes for Full Service Partners (FSPs). For all FSPs identified and served, providers must submit the data captured by these assessment forms

Silver Star;

The Silver Star Resource Center is a collaboration with community agencies that offers a “one-stop shop” for youths between the ages of 6-21 who are experiencing difficulties in the areas of gang involvement, substance abuse, truancy, employment, mental health or family conflict. The goal of the program is to increase opportunities for academic achievement, attain employment skills, promote overall health and welfare and decrease gang involvement. Currently they are exploring the ability to become a standalone non-profit.

Education/Training:

The motto of, ‘Do more with less’ comes to mind as we address education and training. The department has been able to maintain our staffing to support our needs, but has been impacted by the changing relationship with the Bay Area Academy. At the same time finding for trainings and travel for out of the area trainings has been dramatically reduced.

This situation has required us to seek support and work with staff to pick up any slack in individual social worker needs and or new implementation requirements. It is still too soon to know the impact in this area, but as we move forward with our SIP we will see.

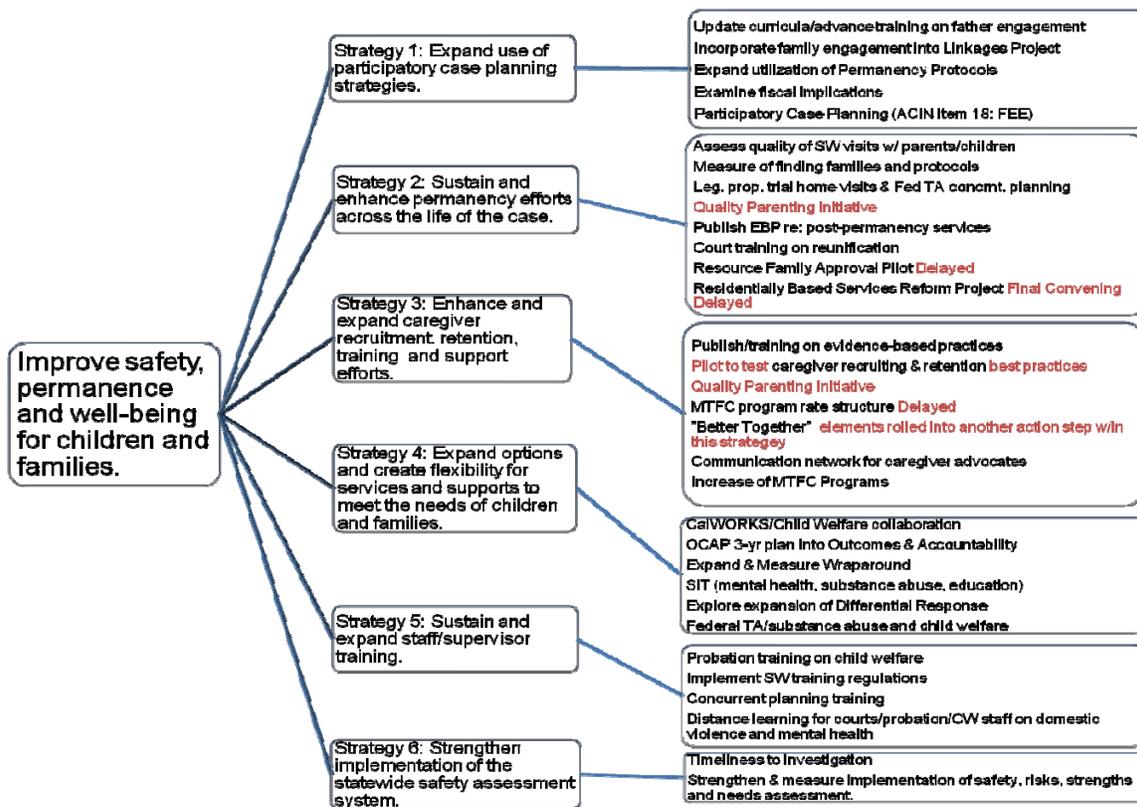
ROLE OF PARTNERS:

As listed above, many of the changes that will impact child welfare are as a result of legislation, lawsuit or community development. Monterey County System of Care Governance Council remains a forum to discuss impacts to county departmental agencies, education and community. Monterey County has the benefit of a small county, in that the decision makers have relationships that allow for open communication and discussion.

PSSF IMPACT:

Monterey County receives \$378,551.00 in PSSF funding. Funding is used to pay for contracted services, transportation and alcohol and drug services. Since this source of funding is federal, its use in leveraging strategies is limited. Monterey County is currently working to move more in line with the required spending recommendations; however the changing fiscal environment makes it difficult to maintain those percentages.

CA PIP:



As updated on Oct, 4 2011, California's PIP which was approved on October 19, 2009, was found to be in compliance with the majority of action steps. California has until September 2012 to address the remaining National Data Standard for Stability in Foster Care.

Monterey's continued focus on Placement Stability, although a small percentage will support the completion of the remaining goal.

CWSOIP NARRATIVE:

Monterey County Family and Children Services has dedicated CWSOIP funding to support early intervention and prevention services provided through local implementation of Differential Response. Our program, **Pathways to Safety (P2S)** was developed in partnership with community stakeholders and seeks to intervene and engage families before formalized interventions are necessary. This approach is currently the focus of up and coming research on a national level as well as on a local level.

In October 2008, the Children's Bureau awarded a cooperative agreement to [American Humane Association](#) and its partners, [Walter R. McDonald & Associates, Inc.](#), and the [Institute of Applied Research](#), to operate the National Quality Improvement Center on Differential Response in Child Protective Services (QIC-DR). All three organizations have been pioneers in advancing knowledge about differential response nationally and within States, and are uniquely positioned to collaborate and complement each other's experiences and networks. The [American Bar Association Center on Children and the Law](#) and the [National Conference of State Legislatures](#) are contributing their expertise to enhance the QIC's project activities and thus, the quality of child protective services (CPS).

Current local research can be found at:

<http://mcdses.co.monterey.ca.us/reports/>

Monterey County Probation utilizes CWSOIP to partially offset the cost of a probation officer in their work towards supporting goals established through this SIP.

CAPIT/CBCAP/PSSF NARRATIVE:

Report Filed with OCAP on 10/5/2011.

Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment, Participation Rates & Overall Safety

County's Current Performance:

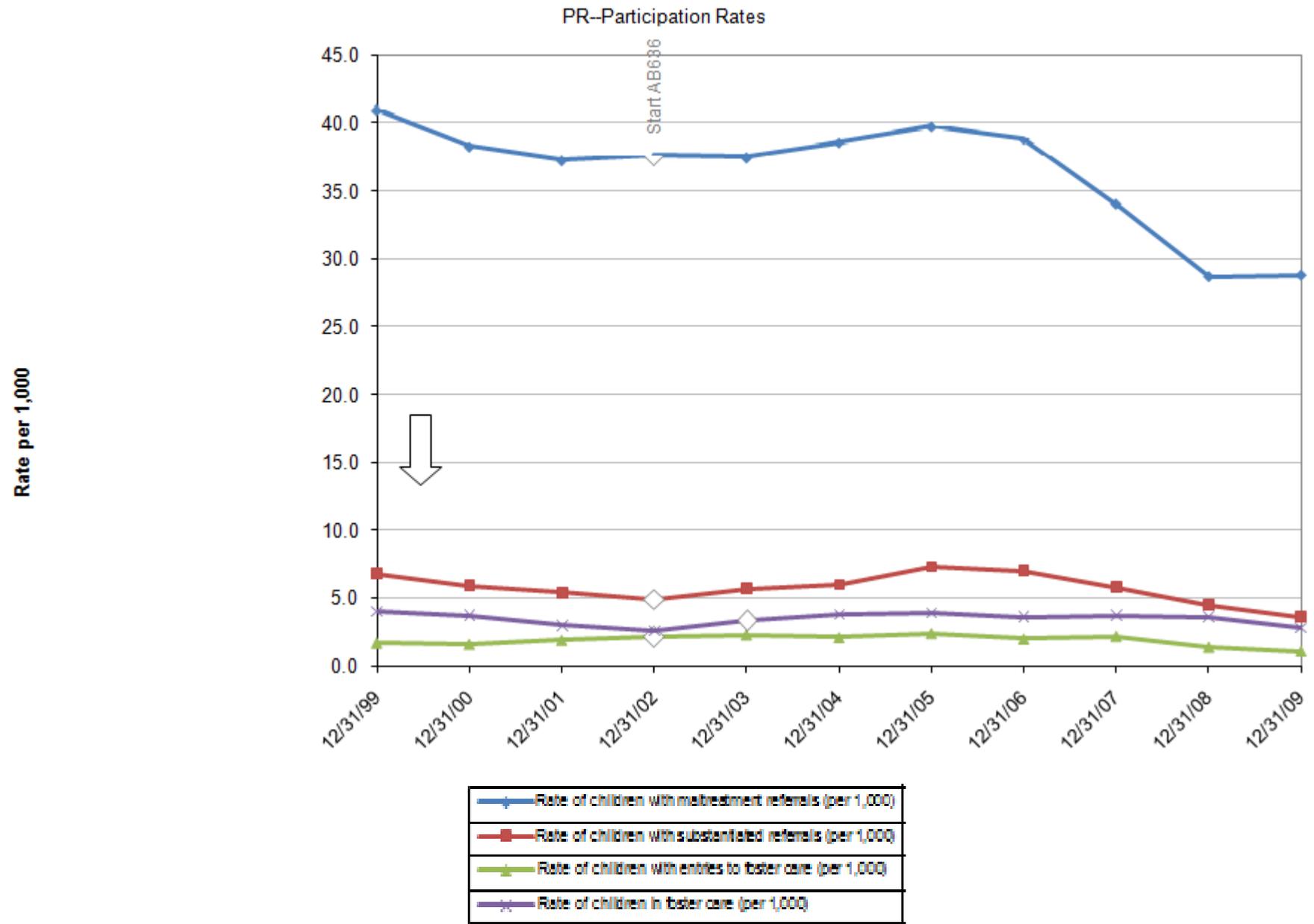
CWS Outcomes System Summary for Monterey County--10.05.10 Report publication: OCT2010. Data extract: Q1-2010. Agency: Child Welfare.								
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²
PR*	Participation Rates: Referral Rates*	01/01/09	12/31/09	3,482	120,841	28.8	N.A.	N.A.
PR*	Participation Rates: Substantiation Rates*	01/01/09	12/31/09	430	120,841	3.6	N.A.	N.A.
PR*	Participation Rates: Entry Rates*	01/01/09	12/31/09	138	120,841	1.1	N.A.	N.A.
PR*	Participation Rates: In-Care Rates*	07/01/09	07/01/09	335	120,841	2.8	N.A.	N.A.
S1.1	No Recurrence Of Maltreatment	04/01/09	09/30/09	173	180	96.1	94.6	101.6
S2.1	No Maltreatment In Foster Care	04/01/09	03/31/10	497	497	100.00	99.68	100.3

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved May 15, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Updated Point in Time:

CWS Outcomes System Summary for Monterey County - 09.01.11								
Report publication: SEP2011 Data extract: Q1 2011 Agency: Child Welfare								
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Monterey Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²
PR	Participation Rates: Referral Rates	01/01/10	12/31/10	3,187	121,108	26.3	N.A.	N.A.
PR	Participation Rates: Substantiation Rates	01/01/10	12/31/10	395	121,108	3.3	N.A.	N.A.
PR	Participation Rates: Entry Rates	01/01/10	12/31/10	101	121,108	0.8	N.A.	N.A.
PR	Participation Rates: In-Care Rates	07/01/10	07/01/10	278	121,108	2.3	N.A.	N.A.
S1.1	No Recurrence Of Maltreatment	04/01/10	09/30/10	188	198	94.9	94.6	100.4
S2.1	No Maltreatment In Foster Care	04/01/10	03/31/11	409	410	99.76	99.68	100.1

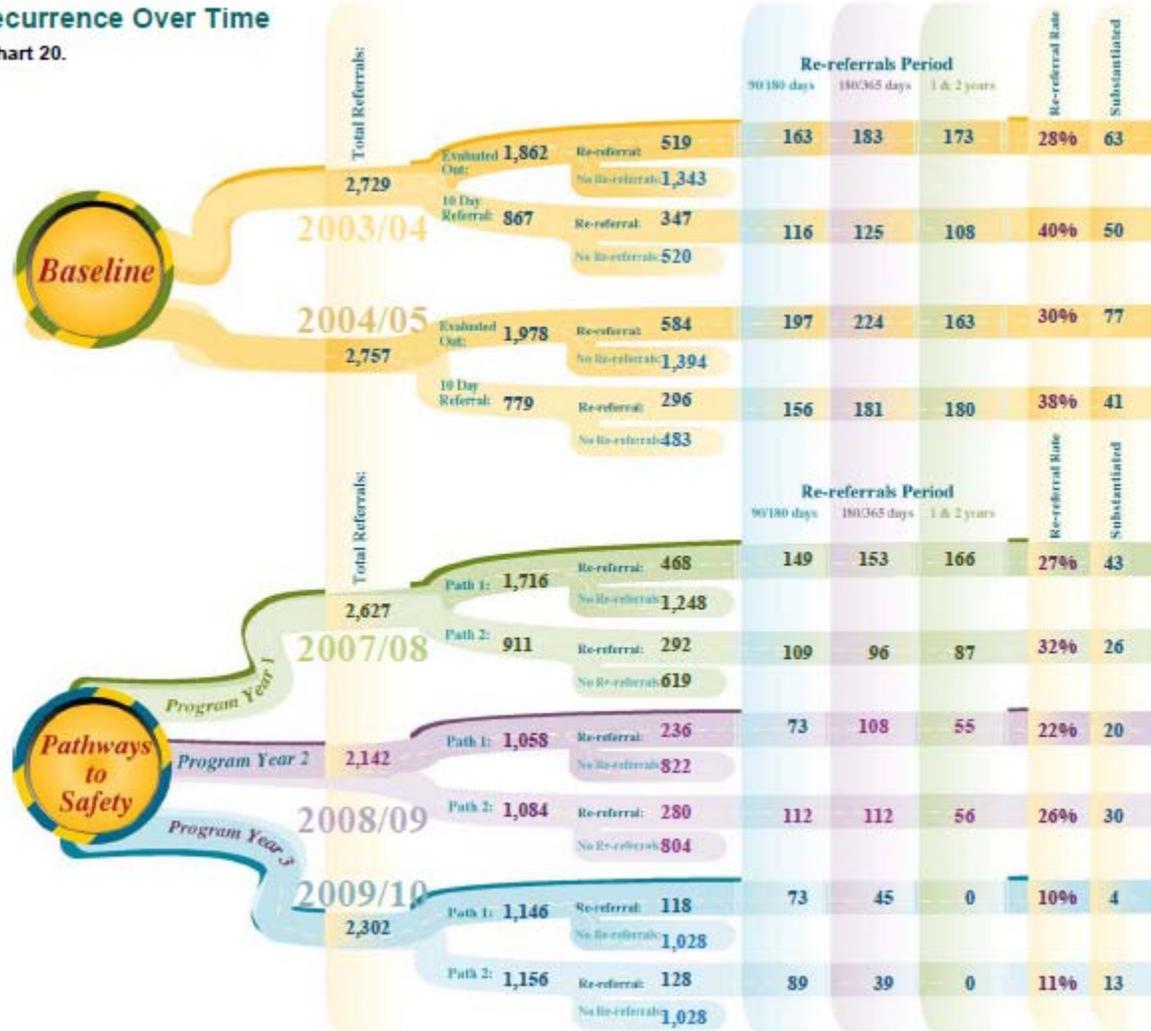
Quarter 1 2010 Participation Rates:



Pathways to Safety :(Program year runs April 1 to March 30)

Recurrence Over Time

Chart 20.



Improvement Goal 1.0 Develop and implement a process to improve referral documentation and unit communication.

GOALS 1 UPDATE:

Over the past year front end services has experienced both internal and external changes. It has seen a change in manager oversight as well as a change in staffing levels. Externally there have been adjustments in DOJ reporting as well as local foci on interventions within Salinas from community groups targeting the health and well being of children and families. Adjusting to and improving communication and documentation remains an ongoing and needed goal.

Strategy 1. 1 Review existing CQI reports, tools and processes to identify areas for improved documentation.	<input type="checkbox"/>	CAPIT	Strategy Rationale: In order to improve performance, engaging in secondary review of existing reports will enable efforts aimed at improved standardization, clarification on procedures and the establishment of future training topics.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.1.1 Establish a meeting schedule to review CQI reports.	Timeframe	November 30, 2011-Completed	Assigned to	ER Supervisors with Program Managers
	1.1.2 Review and revise the supervisor's Quick Review Tool.		September 30, 2011-Completed		ER Supervisors with Program Managers
	1.1.3 Establish a process to review and develop additional tools for improved documentation.		September 30, 2011- Annually thereafter		ER Supervisors with Program Managers
	1.1.4 Review documentation quality and timeliness of input utilizing all available tools		Monthly starting January 2012		ER Supervisors with Program Managers

S1.1 Update:

At the heart of Goal 1 is the focus on CQI and the information that can be gained by reviewing work product. Our ER Supervisors meet monthly to discuss changes to program, updates and beginning in January will add review of data quality and timeliness. During the last year the Supervisors and managers conducted an extensive data cleanup project to address worker backlogs. They have adopted and active review of their review tools and CQI reports. In addition worker and unit performance reporting based on closed cases was added to the reports menu.

Strategy 1.2 Develop action plans, which include updated training, to address identified areas of change or improvement as noted through review of CQI reports and/or as a result of statute or regulatory changes.	<input type="checkbox"/>	CAPIT	Strategy Rationale Effective change management requires group focus, timelines and processes.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.2.1 Review screening protocols for establishment of a plan to assist the gathering of information for improved screener narratives.	Timeframe	April 30, 2011-Completed	Assigned to	ER Supervisors and Social Workers
	1.2.2 Review communication guidelines between screening and ER units to identify an improvement plan.		May 31, 2011-Ongoing		Screening Unit and Standby Team
	1.2.3 Develop a glossary of terms and abbreviations to be circulated at joint trainings.		July 31, 2011-Deferred to Training		Staff Workgroup
	1.2.4 Develop a standardized outline for information to be included in contacts and investigative narratives.		September 30, 2011-Completed		Staff Workgroup
	1.2.5 Conduct training to pilot or implement outlines and glossaries.		December 31, 2011-Completed		ER Units and Supervisors

S1.2 Update:

In moving forward on this strategy, the foundations were established through trainings brought in through the Bay Area Academy. Margie Albers provided onsite training focused on “Working on the Hotline” and SDM Assessment. Additional training was provided regarding documentation. Supervisors, through their joint ER trainings developed outlines and samples for staff to use as desk references. Supervisors moved up completion of this strategy but agreed that it is an ongoing focus that includes regular follow up.

Strategy 1. 3 Develop and implement process for improved and effective communication aimed at increased efficiency among ER units.	<input type="checkbox"/>	CAPIT	Strategy Rationale In order to improve equitable and responsive systems it is essential to develop a teamwork approach that places value in mutual support.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.3.1 Implement monitoring at quarterly joint ER meetings that include goal development for 2012 and 2013	Timeframe	Quarterly starting summer 2011 – Ongoing September 1, 2011.	Assigned to	ER staff and Supervisors with Program Managers
	1.3.2 Implement a standing unit meeting agenda that includes ways to support, schedule and rotate staff assignments.		Quarterly starting summer 2011 – Ongoing September 1, 2011		ER Supervisors

S1.3 Update:

As an ongoing strategy, the joint ER meetings combined with the ER supervisor meetings have established goals targeted at:

- Increased efficiency
- Team Building
- Equity

As a major accomplishment for 2011, the response boundaries between Salinas, South County and Coastal were moved to accommodate changes in referral patterns, changes in staffing and rotation of staff assignments.

Improvement Goal 2.0 Continued development of Differential Response aka Pathways to Safety.

GOAL 2 UPDATE:

Pathways to Safety (P2S), has continued on its path as a “way of doing business”. P2S has been around for 5 years and has continued to show its impact on CWS outcomes in the form of reoccurrence and a marked decreased in the severity of disposition if re-referred. (Reports can be found at <http://mcdses.co.monterey.ca.us/reports>)

Strategy 2. 1 Develop and implement Path III response structure.		<input type="checkbox"/>	CAPIT	Strategy Rationale: Existing efforts to deliver differential response has shown improved outcomes in recurrence of allegation and severity of disposition. Path III development is the next step in implementation.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	2.1.1 Review existing literature on best practice and current models.	Timeframe	April 30, 2011-Completed		Assigned to	P2S Leadership Team
	2.1.2 Convene a workgroup to apply findings and develop a design and plan for testing and implementation.		August 30, 2011-Completed			P2S Leadership Team and Family Resource Specialists/Social Work Staff
	2.1.3 Develop Evaluation Guidelines For Path III		January 30, 2012			P2S Evaluation Workgroup

S2.1 Update:

Planning, research and testing were completed and Path III is currently operational with in Monterey County. As of the writing of this update, this option is available for all staff who responds to Immediate response referrals. The evaluation team will reconvene in January.

Strategy 2. 2 Apply “Best Practices” that were learned from the implementation of Differential Response to daily ER activity.	<input type="checkbox"/>	CAPIT	Strategy Rationale: The emergence of new ideas on engagement and systems integration may lead to improved outcomes for families and children.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	2.2.1 Establish a yearly schedule for information sharing between ER Staff and Family Resource Specialists.	Timeframe	April 30, 2011 and twice a year as budget allows.	Assigned to	P2S Supervisors
	2.2.2 Provide ongoing training for all staff.		October 30, 2011 and twice a year as budget allows		P2S Leadership Team
	2.2.3 Develop a plan for the inclusion of Family Resource Centers in meetings and trainings.		July 15, 2011-Completed		P2S Leadership Team

S2.2 Update:

Currently communication is flowing well between the providers of P2S and DSES Supervision. P2S information is discussed at the ER supervisors meeting and information that may benefit the whole is shared and discussed regularly at the P2S leadership meetings. Joint trainings and information exchange have been established and the next gathering is set for early 2012.

Improvement Goal 3.0 Increase mandated reporter awareness and understanding of their role in reporting, information needed and the community services that are available for families.

GOAL # UPDATE:

Currently the Child Abuse Prevention Council leads the Mandated Reporting Training and maintains capacity in English and in Spanish. Detailed information is submitted yearly to OCAP.

Strategy 3.1 Review, evaluate and update mandated reporter trainings.

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

Strategy Rationale: To insure accuracy and timely reporting, it is critical that reporting parties be provided the most current and accurate information.

Milestone	3.1.1 Conduct a review of existing training presentations.	Timeframe	April 30, 2011-Completed	Assigned to	Program Managers, CAPC Director and ER Supervisors
	3.1.2 Develop new handouts or “Helpful Hints” for mandated reporters.		October 30, 2011-In Process		Program Managers and ER supervisors
	3.1.3 Update existing training presentations		January 1, 2012		CAPC Director, Program Managers and ER supervisors

S3.1 Update:

Training material for presentations have been reviewed and CAPC is currently distributing the “Shadows to Light” video to reinforce the need to report. Updates have been made to include P2S and content review have been completed. ER supervisors have been taking an active role in providing feedback for future improvements.

Strategy 3. 2 Develop “What Happens After a Report is Made” training as a follow up to mandated reporter training.	<input type="checkbox"/>	CAPIT	Strategy: Rationale To improve ongoing communication and increase understanding it has been identified as essential to continue outreach efforts around understanding what happens around reporting.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	3.2.1 Develop an outline for the training that includes Pathways to Safety.	Timeframe	March 30, 2012	Assigned to	Program Managers and ER Supervisors
	3.2.2 Develop handouts to accommodate multiple learning styles.		June 1, 2012		Program Managers and ER Supervisors
	3.2.3 Develop a plan to pilot and then implement an outreach plan aimed at training trainers.		August 1, 2012		Program Managers and ER Supervisors/Training Supervisor
	3.2.4 Evaluate consumer feedback of revised curriculums		November 15, 2012		Management Staff
	3.2.5 Modify and adjust training in response to feedback.		March 15, 2013		Program Managers and ER Supervisors

S3.2 Update:

This strategy has been pushed out to accommodate changes from budget adjustments and staffing

<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Development of improved systems aimed at prevention, early intervention and community engagement are at risk due to the continued economic distress. It is imperative that efforts are made to support these emerging best or promising practices.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Inclusion of statewide accepted practices for documentation in CWS/CMS, delivered in conjunction with topical trainings to ensure joint understanding of data entry and social work practice.</p>
<p>Identify roles of the other partners in achieving the improvement goals. Outreach to community supports and agencies that can assist in moving the department toward improved outcomes should remain a focus for social marketing and resource development.</p>

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

In an effort to unify statewide performance in Differential Response, regulatory adoption of the practice and with flexible guidelines for localized delivery would allow for the identification of best practices and a cycle for continuous improvement.

Year 1 Changes:

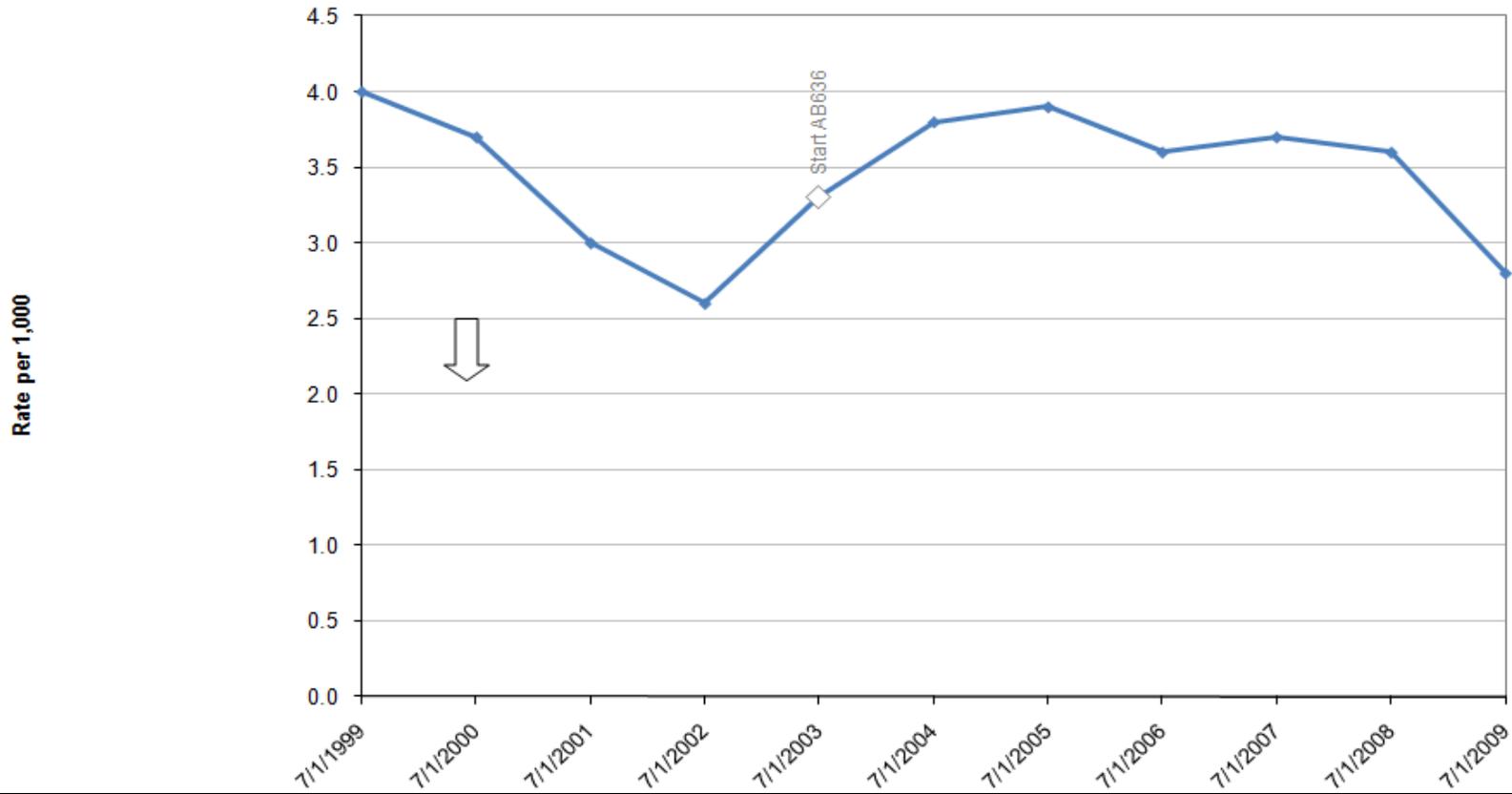
Year one has seen efforts impacted by the extreme economic challenges faced at all levels of government. Reduction in workforce, availability of community members to assist and/or participate and cuts to base budgets have created an environment which makes movement forward on change difficult. In addition legislative changes and new mandates will require even more adjustment and shifting of funding and resources.

Outcome/Systemic Factor: C4 Placement Stability Composite & C4.3 Placement Stability (at least 24 months in care)

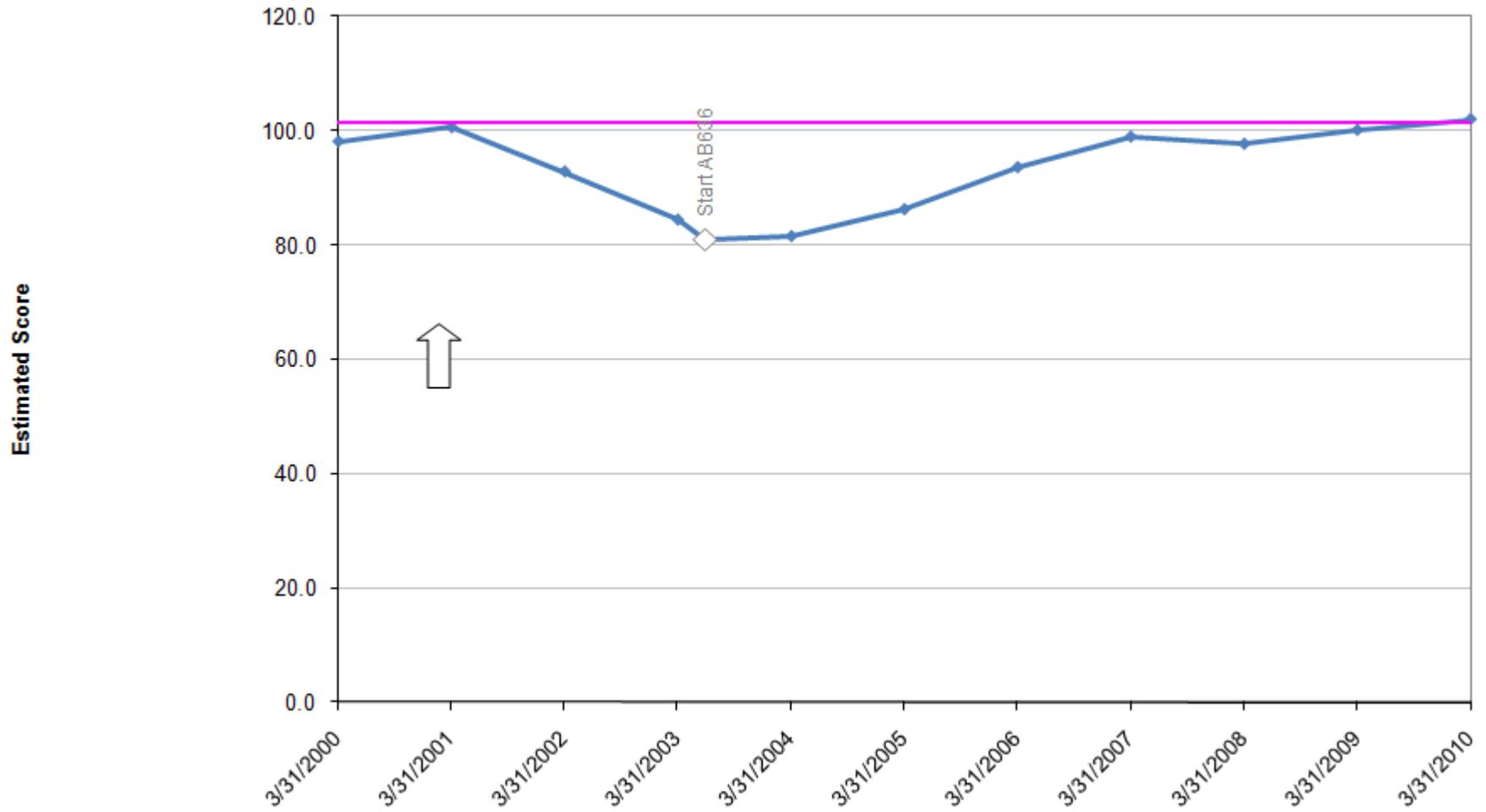
County's Current Performance:

Quarter 1 2010 Participation Rates/C4 & C4.3:

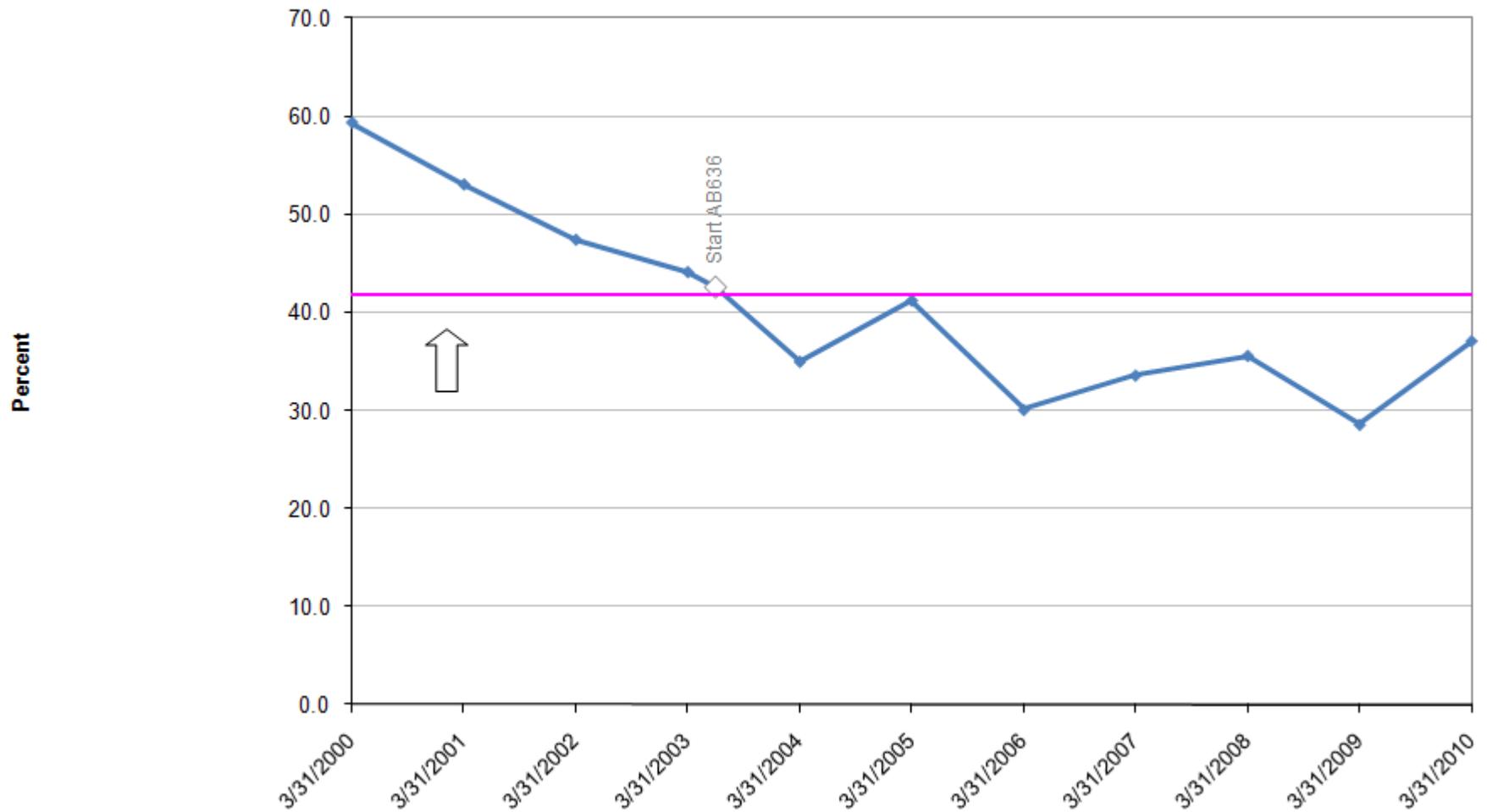
PR-Participation Rates: In Care Rates



C4--Placement Stability Composite



C4.3--Placement Stability (At Least 24 Months In Care)



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved May 15, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Improvement Goal 1.0 Improve placement stability through increasing collaboration between DSES, caregivers, birth parents, youth and community partners.

GOAL 1 UPDATE:

Placement stability remains a focal point for Monterey County and according to the review of CA PIP, a focal area for the ACF. As in any outcome measurement, it is extremely important to see the inter-connectedness between all of our outcomes. This discussion is one that puts new light on past performance and future development.

Strategy 1. 1 Increase the use of and participation in of collaborative dialogue and meetings to facilitate more stable placements (FTM, TDM, CPR, Focus, IPC, Emancipation and Permanency Conferences).

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

Strategy Rationale: Meetings provide a qualitative ability to illustrate the positive impact that collaboration has on placement stability. Evaluation methodology will be developed using meeting types as covariates in looking at their relationship to placement.

Milestone	1.1.1 Data clean-up: Increase entries of individual service providers within each CMS case.	Timeframe	May 31, 2012	Assigned to	Social Workers Supervisors
	1.1.2 Develop and provide training and oversight on correct documentation of collaborative contacts in CMS, both individually and within a group setting		November 1, 2012		Social Work Training Supervisor Program Managers
	1.1.3 Develop tools (e.g. a meeting matrix) to train and educate staff and collaborative partners on purpose and effective use of each individual collaborative meetings.		September 1, 2011-Completed		RSU Unit Analysts
	1.1.4 Develop consistent tracking in CWS/CMS of informal and formal meeting participants along with those trained in order to begin analysis.		January 1, 2013		RSU Unit Supervisors Program Manager

S1.1 Update:

Case Management programs have seen many changes fit and starts over the last year with many staff out on leave and other staff positions eliminated or transferred. Despite all of this the commitment to the use of collaborative meetings has remained steadfast. Our need for evaluation of the effectiveness keeps this discussion alive. A meeting matrix has been developed and circulated to staff. Feedback through CQI reports are identifying areas of improvement and the CWS/CMS cleanup and data tracking have been pushed back to allow for adjustments in staffing and additional discussion on best steps forward.

Strategy 1. 2 Develop, implement and oversee an effective case transfer process to improve seamless information sharing and service delivery to families.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Families are affected by the lack of clear information sharing between all parties, increasing the risk for placement disruption.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.2.1 Examine current practices and identify available resources, hand-off practices and data collection	Timeframe	June 30, 2012	Assigned to	Supervisors Analyst Program Manager
	1.2.2 Obtain baseline for current face-to-face process for ongoing tracking of face-to-face hand-offs between workers and families		June 30, 2012		Supervisors
	1.2.3 Increase collaborative development of the case plan earlier in the process emphasizing family engagement.		December 31, 2012		Supervisors Program Managers
	1.2.4 Finalize appropriate protocol to follow and paperwork to use when placing a youth		June 1,2013		Placement Unit Analyst Supervisors

S1.2 Update:

Currently this strategy has some overlap with S1.1, and with the implementation of new case plan requirements related to guardianships and educational transportation costs, stepping back for review of our case plan needs will only improve this strategy. Staff is currently utilizing internal CPR meetings as a platform to discuss transfers and increase the social worker understanding around the importance of case planning.

Strategy 1. 3 Engage youth as true partners in developing case plans and placement options, while supporting their input and leadership to train social work and caregiver staff about life in foster care and causes for placement disruption.		<input type="checkbox"/>	CAPIT	Strategy Rationale: Youth participation in training regarding “life in Foster Care” will allow for clearer understanding by Social Work staff around triggers to runaway and placement disruption.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	1.3.1 Identify and formalize a training curriculum to be used by youth with social workers and partners emphasizing reasons (Including SDM) and/or risk factors related to placement disruption.	Timeframe	October 1, 2011-Partial Completion		Assigned to	Social Work Training Supervisor CYC Coordinator Program Managers
	1.3.2 Support youth in facilitating training for all current social work staff and community partners		June 30, 2012-Partial Completion			CYC Coordinator Social Work Training Supervisor Branch Director
	1.3.3 Engage and track youth’s “meaningful” participation in various meetings.		December 1, 2013-Completed			TAY Coordinator, Analyst CYC Coordinator, Program Managers
S1.3 Update: Monterey County conducted a “Youth Summit” in conjunction with Hartnell College and FKCE. As a result those youth were engaged to participate in an array of meetings that include Foster Parent Training, Mentor discussions, Young Adult Resource Collaborative, and CYC. This area is one that is extremely important as AB12 continues forward. Trends with youth, their perception of participation and ongoing needs for support will all be critical factors as implementation moves forward.						

Improvement Goal 2.0 Increase educational/academic data collection and overall educational supports for all school age foster youth.

GOAL 2 UPDATE:

Last year saw the development and participation of our local Foster Youth Services, housed at the Office of Education, in the leveraging of IV-E Administrative funding to serve a large population of foster youth. This is the keystone to reaching out goals under this section.

Strategy 2. 1 Develop and solidify the relationship with MCOE, caregivers, other school partners and FCS to improve education stability.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Increased collaboration and consistent information sharing between MCOE and FCS (with one point person) will allow for greater stability for foster youth in school for increased opportunity for information sharing, thus decreasing academic stress and refocusing on academic goal attainment
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	2.1.1. Develop protocols for the exchange of information with MCOE	Timeframe	March 30, 2011-In process	Assigned to	Education Advocate Program Managers MCOE
	2.1.2 Develop role of Education Advocate within DSES and how this role supports placement stability.		May 31, 2011-Completed		Supervisors Program Managers MCOE Supervisors
	2.1.3 In partnership with MCOE, develop a referral form/sharing information protocol with all Monterey County school districts		July 30, 2011-Completed		Education Advocate MCOE MC District offices
	2.1.4 Survey and gather input from youth as to what they need to increase educational success that may result in increased placement stability.		December 1, 2011 and yearly thereafter.		TAY Coordinator CYC Coordinator Hartnell Community College
	2.1.5 Develop a simple communication matrix for the caregivers to follow when navigating the Monterey County Public School system to include training opportunity as appropriate.		February 1, 2012		MCOE Education Liaison Analysts

S2.1 Update:

Through our partnership with MCOE-FYS, a software platform known as Foster Focus was purchased by MCOE to help facilitate the exchange of education information. Meetings are ongoing. A SWV position is dedicated to improving educational documentation and support for all of our foster youth. This position is conducting initial educational assessments at detention that are being filed with the court. Additional fine tuning is required before the data can be used to further evaluate the impact of education on outcomes. To support the data entry for CWS/CMS an OA was tasked with assisting in gleaning information for entry into CWS/CMS.

Strategy 2.2 Maximize the use of CMS for tracking, information gathering and data analysis pertaining to Education, to test the relationship between education and placement stability.	<input type="checkbox"/>	CAPIT	Strategy Rationale: Solidifying baseline information for education information and maintaining this information will increase the likelihood of academic success, potentially minimizing some of the educational risk factors that impact placement stability.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	2.2.1 Evaluate and correct current data input with the CMS system pertaining to education (to include grade level, school enrollments, and academic milestones).	Timeframe	June 30, 2011 and twice yearly thereafter.-Partial Completion	Assigned to	Education Liaison Supervisors Analysts
	2.2.2 Develop, implement, train and oversee DSES guidelines for entering educational info into CMS to assure timeliness and accuracy.		December 1, 2011-Partial Completion		Education Liaison Analyst Supervisors
	2.2.3 Develop and administer baseline educational assessments for all school age foster youth to support the Children’s Council goal to “graduate safe children”.		January 2012 and yearly thereafter		Education Liaison Program Managers MCOE Children’s Council

S2.2 Update:

With the support of an OA for data entry, regular review of CWS/CMS information is taking place. Timing of changes and court reports remain challenges, however the assigned SWV is working to clarify process and location of information. Ongoing system support is provided as well information for all staff that relates to education and ongoing developments.

As of this update, the Children’s Council has updated their mission to “All Kids, Our Kids” and has established a sub-committee to help with staying on task. Within our office, our Education Task force is developing into the Monterey County Foster Youth Advisory Council. This group is maintaining connection to the local colleges and has been instrumental in getting an MOU in place that will ensure priority placement for youth exiting foster care and entering CSUMB.

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Development of improved systems aimed at increased collaboration and fund leveraging would allow for the development of joint outcomes and increased buy in to support youth in care and support placement options within their school districts.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Inclusion of statewide accepted practices for documentation in CWS/CMS, delivered in conjunction with topical trainings to ensure joint understanding of data entry and social work practice.

Identify roles of the other partners in achieving the improvement goals. Outreach to community supports and school districts that can assist in moving the department toward improved outcomes should remain a focus for

social marketing and resource development.

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

In order to support legislative changes, funding needs to be leveraged and passed on to local agencies with flexibility to create partnerships and unified understanding to improve the life of children in care.

Year 1 Changes:

Year one has seen efforts impacted by the extreme economic challenges faced at all levels of government. Reduction in workforce, availability of community members to assist and/or participate and cuts to base budgets have created an environment which makes movement forward on change difficult. In addition legislative changes and new mandates will require even more adjustment and shifting of funding and resources.

Probation Outcome: Placement Stability

County's Current Performance:

Probation Participation Rate:

- There are approximately 821 youth under probation supervision.
- Within the total population, 104 wards fall into the category of those receiving Child Welfare Services which include residential treatment facilities, foster homes, relative/non-relative placements, or other criteria associated with the Placement Unit.
- 96 % of Probation wards in foster care fall within the ages of 15-18.
- Reasons for placement include criminal activity, sex offenses, substance abuse, and behavioral/ mental health issues.

Juvenile Investigation Statistics:

Workload Juvenile Probation	
JUVENILE INTAKE	July 2009- Dec 2009
In-custody	427
Out-of-Custody	1,007
Informal Supervision	44
Abeyance	646
Sealing's	55
FIELD SUPERVISION	
Wardship Supervision	904
Deferred Entry Judgment	114
Informal Supervision	127
Probation without Wardship	27
PLACEMENT	
In-County	11
Out-of-County	70
No. in Placement	81

Improvement Goal 1.0 Improve placement stability through utilization of relative and near-kin placement options and improves communication and evaluation through implementation of department guidelines.					
Strategy 1. 1 Seek and identify families/relatives or mentors earlier in the placement process.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: There are improved outcomes when youth are linked to family/relatives or mentors. Further, youth have a better opportunity to succeed and maintain placement stability.		
Milestone	1.1.1 Identify training classes offered by UC Davis Extension and/ other agencies to provide training to staff in the areas of family finding and family engagement	Timeframe	January 2011- December 2011 On January 25,2011 – April 26, 2011 UC Davis had training on: Family Finding Discovering and Building Lifelong Relationships	Assigned to	Probation Services Manager Management Analyst Training Probation Services Manager
	1.1.2 Coordinate and schedule training		February 2011- December 2011 Two Placement Officers attended Family Finding training held in Fresno, CA (1/25/11- 4/26/11).		Probation Services Manager Management Analyst Training Probation Services Manager
	1.1.3 Incorporate Statewide Child Welfare System/Case Management System (CWS/CMS) for probation youth in out-of-home placement.		February 2011- Ongoing On April 5-7, 2011 CWS/CMS Overview Training was provided by UC Davis to a group of 15 people who represent the following positions: Juvenile Division Director, Probation Service Managers, Placement Officers, Clerical Staff and Management Analyst.		Juvenile Division Director Probation Services Manager Management Analyst Training Probation Services Manager IT Unit
	1.1.4 Work with Probation’s IT Unit in establishing a tracking mechanism for data storage in the new juvenile database to be implemented June 2011. Establish tracking of data related to potential family/relative or mentor placements, and explore methods to properly document family connections.		July 2011- Ongoing Still in progress. The new Juvenile database was just implemented effective November 14, 2011. We will continue to review.		Probation Services Manager Management Analyst Juvenile Division Director IT Unit
Strategy 1. 2 Familiarize and implement skills learned in case plan training, which may contributes to successful outcomes when developed in conjunction with youth and family.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: There are improved qualitative outcomes when families are more involved in the case planning process.		

Milestone	1.2.1 Ensure the development of a better case plan based on the results from the “back on track assessment”. Develop attainable goals, objectives and services/tasks with youth and families which contribute towards safety and permanency.	Timeframe	January 2011– Ongoing This is being worked on and is still ongoing. On October 26, 2010 training was provided by UC Davis on Secrets of Case Planning		Assigned to	Probation Services Manager Management Analyst Juvenile Division Director
	1.2.2 Implement strategies for engaging youth, families and providers in case planning. Continue to use internal quality assurance tools to measure effectiveness of training/case plans.		January 2011- Ongoing Ongoing	Probation Services Manager Management Analyst Juvenile Division Director		
Strategy 1.3 Increase monitoring of out-of-home care providers to ensure the utilization of providers who are adhering to the department’s strategies of timely reunification, educational outcomes, emancipation support, and placement stability.			<input type="checkbox"/>	CAPIT	Strategy Rationale When out-of-home care providers are held accountable to provide the necessary services and care to support the youth, placement stability is strengthened. Outcomes include decreased running away/AWOL behaviors, stabilizing behaviors, timelier reunification or step down in care, and achieving education goals.	
			<input type="checkbox"/>	CBCAP		
			<input type="checkbox"/>	PSSF		
			<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Monitor out-of-home care providers during non scheduled times to ensure they are providing the best care and supervision in accordance with federal, state, county and departmental care requirements.	Timeframe	January 2012 – October 2013		Assigned to	Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation Officer Management Analyst
	1.3.2 Meet with out-of-home care provider administrators to review their programs and expectations of the Probation Department. Set individual meetings with providers		September 2012- October 2013			Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation Officer Management Analyst
	1.3.3 Refrain from utilizing providers who are not adhering to outcomes. Update active provider list review with placement officers during staff meetings.		January 2012 – Ongoing			Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation

Probation Outcome: Transition to Self- Sufficiency
Improvement Goal 2.0 Youth will be guided and supported throughout their transition to self-sufficient adulthood/emancipation.

Strategy 1. 1 Strengthen the transitional planning process for transition aged youth.		<input type="checkbox"/> CAPIT	Strategy Rationale: The support and planning provided to youth by their Deputy Probation Officer and/or out-of- home care provider is paramount in order for youth to achieve successful self-sufficiency to adulthood or emancipation		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.1.1 Identify training classes offered by UC Davis Extension, and other agencies to provide training to staff in ILP services and transitional planning.	Timeframe	August 2011 On September 28, 2010 Placement Officers attended Youth in Transition: Supporting Independence for Probation Youth held in Marina, CA.	Assigned to	Probation Services Manager Management Analyst Training Probation Services Manager
	1.1.2 Develop realistic and obtainable plans for the youth, which are outlined in the youth's Transitional Independent Living Plan (TILP), or 90-Day Transition Plan if appropriate.		August 2011 Ongoing		Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer
	1.1.3 Supervising Deputy Probation Officer, youth, and out-of-home care provider to set meetings with potential ILP support providers. Qualitatively review effectiveness of meetings and outcomes for the youth.		January 2012		Probation Services Manager Supervising Deputy Probation Officer Deputy Probation Officer III
Strategy 1. 2 Ensure every youth that transitions to self-sufficient adulthood/emancipation has at least one identified existing family, or other significant adult in their life who may be able to make a lifelong connection.		<input type="checkbox"/> CAPIT	Strategy Rationale: Preparation for transition to adulthood is most effectively achieved with structure, progressive steps and guidance. Services planning and skill development must be combined with connection to ongoing mentoring and adult support beyond foster care.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.2.1 Research and connect youth to local community-based services that assist them in making the transition from placement to independent living.	Timeframe	January 2012	Assigned to	Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer

	1.2.2 Create a parent/relative search protocols that will identify family or mentor supports. Utilize websites and ILP services to research a youth's case for relatives and/or other significant adults.		January 2012		Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer
Strategy 1.3 Support ongoing education of High School graduation and college enrollment, trade schools, or military.		<input type="checkbox"/>	CAPIT	Strategy Rationale: Youth who graduate from high school, attend a specialized training, college program, the military have better opportunities for career building and employment.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Involve the ILP service coordinator and out-of-home care provider to support the youth's educational goals.	Timeframe	January 2012		Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer
	1.3.2 Ensure that youth are supported and assisted with financial aid applications.		January 2012- On-going		Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer
	1.3.3 Identify training classes offered by UC Davis Extension, and/or other agencies to provide training to staff on educational rights and needs of foster youth including graduation requirements and student financial aid.		January 2013		Probation Services Manager Supervising Deputy Probation Officer Deputy Probation Officer III Management Analyst Training Probation Services Manager
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. As the data related to the current performance are identified and collected in the new Probation Department's juvenile database the need for training, re-evaluation and process/protocol development will become more evident.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Explore capabilities of internal trainer development. For Monterey County Probation a new juvenile database is in development and should be implemented around June 2011. It will allow management and officers/workers assigned to manage youth in placement and collect data to identify needs and to develop local outcomes.					
Identify roles of the other partners in achieving the improvement goals. An increase in collaborative training between county departments, programs and service providers is needed to support permanent change...					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. AB 12: California Fostering Connections to Success Act was passed in the State Legislature on August 30, 2010, however it is still unclear how state funding will be supplied to support the change to the system.					

References:

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved November, 2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare