

# California Child and Family Services Review

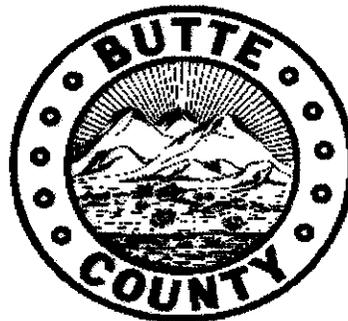
## Annual SIP Progress Report

[APRIL 16, 2012 THROUGH DECEMBER 15, 2013]

BUTTE COUNTY

DEPARTMENT OF EMPLOYMENT AND SOCIAL SERVICES

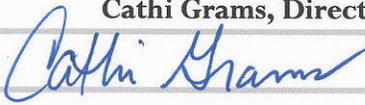
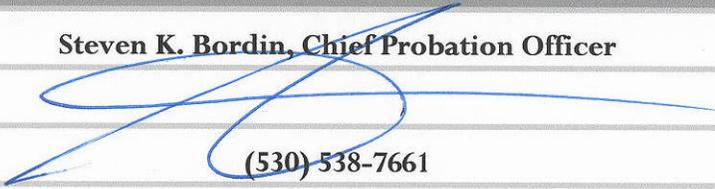
PROBATION DEPARTMENT



**CDSS**  
CALIFORNIA  
DEPARTMENT OF  
SOCIAL SERVICES

# California – Child and Family Services Review Signature Sheet

## SYSTEM IMPROVEMENT PLAN - ANNUAL PROGRESS REPORT

County	Butte County
CSA Period Dates	December 16, 2010 through December 15, 2015
SIP Period Plan Dates	April 16, 2011 through December 15, 2013
Outcome Data Period	Through Quarter 3, 2013
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<b>Board of Supervisors (BOS) Signature</b>	
BOS Approval Date	<b>N/A (SIP Annual Progress Update)</b>
Name	
Signature*	

\*Signatures must be in blue ink

Mail the original Signature Sheet to:

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# SIP Progress Narrative

## INTRODUCTION

During this reporting period, Butte County Child Welfare and the Juvenile Probation Department remain committed to improving outcomes for children and families in our community. The current System Improvement Plan (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 SIP Progress Report 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.

It should be noted that due to the change in the C-CSFR cycle, this Annual SIP Progress Report will cover the period from April 15, 2012 (the date of the last Annual Update) through October 15, 2013, a time frame of one year and six months.

## STAKEHOLDERS PARTICIPATION

Butte County enjoys a strong collaborative relationship between county agencies and community partners. Both Child Welfare and Probation participate in various councils and organizations whereby stakeholder participation and input is welcomed. Both agencies are members of the Butte County Children's Services Coordinating Council, consisting of all county child serving agencies, and community partners, as well as the Butte County Child Abuse Prevention Council.

Discussion regarding SIP goals and outcomes is shared with our stakeholders through a written report twice a year, and in their participation in planning meetings.

## CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

### CHILD WELFARE

Overall, Butte County has made significant improvement in its stated goals. We are particularly proud of the improvement made to our re-entry rate. At the time of SIP approval, our re-entry rate was 19.6%, well above the state average and the federal goal of 9.9%. 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 improve.

We have consistently met or exceeded our stated improvement goal of 12.1% since the end of 2010. We have exceeded the state average as well, and for three out of the four most recent quarters we exceeded the federal goal of 9.9%.

The re-entry rate study completed in year one indicated that a high percentage of families returning to Child Welfare were a result of on-going substance abuse issues. It was determined that Children's Services needed to reevaluate how the issue of substance abuse and relapse during the recovery process affected reunification, particularly amongst families with younger children (due in part to shorter reunification timelines for children ages three and under). The re-entry rate study also confirmed that we had been returning children to their parents' care before they were at a strong point in their recovery. Due in large part to the SAMHSA funded Children Affected by Methamphetamine (CAM) Grant, we were able to implement new strategies for families participating in the Butte County Family Treatment Court and were also able to enhance our service delivery to more parents in the SOFT (Supporting Our Families Transition from FR to FM) Program (as reported in the Year One SIP Update).

The rate of recurring maltreatment has seen improvement but tends to stay at or close to the same rate that was in place when the SIP was improved. During the last seven data reports, there was improvement during two of the periods where we met our SIP goal. However, the remaining periods have fallen short of our goal and the state average. The most recent data shows that Butte County continues to fall below the state average and the federal goal for this outcome.

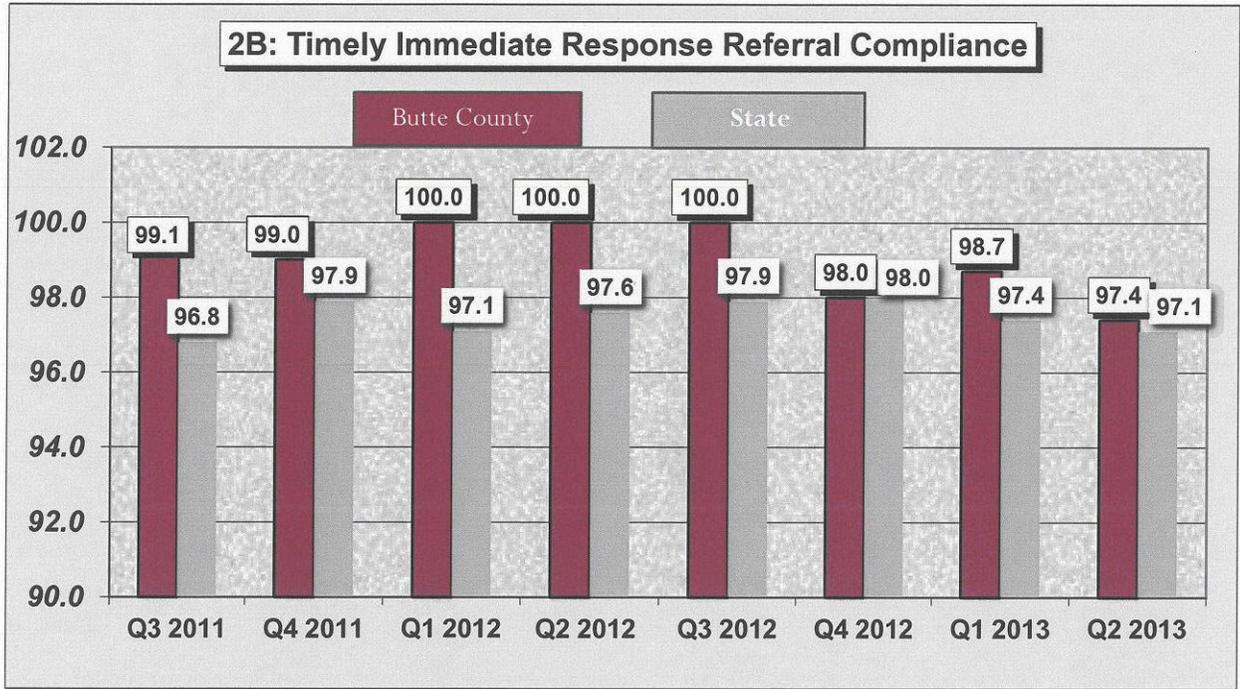
This continues to be a priority area and it is anticipated that implementation of our new Alternative Response program will play a significant role in improving this outcome goal.

The outcome that where we continue to fall below our goal, the state average and the federal goal is in Placement Stability; despite new changes to our processes. This continues to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve this outcome. It should be noted that while our children experience more placement changes than we would like, we have reduced the overall number of children in out of home care, and have increased the number of relative placements.

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. All SIP goals and process measures are reviewed on at least a monthly basis during Children's Services Management Team Meetings, and our progress is reviewed with staff at monthly program meetings, or more frequently.

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

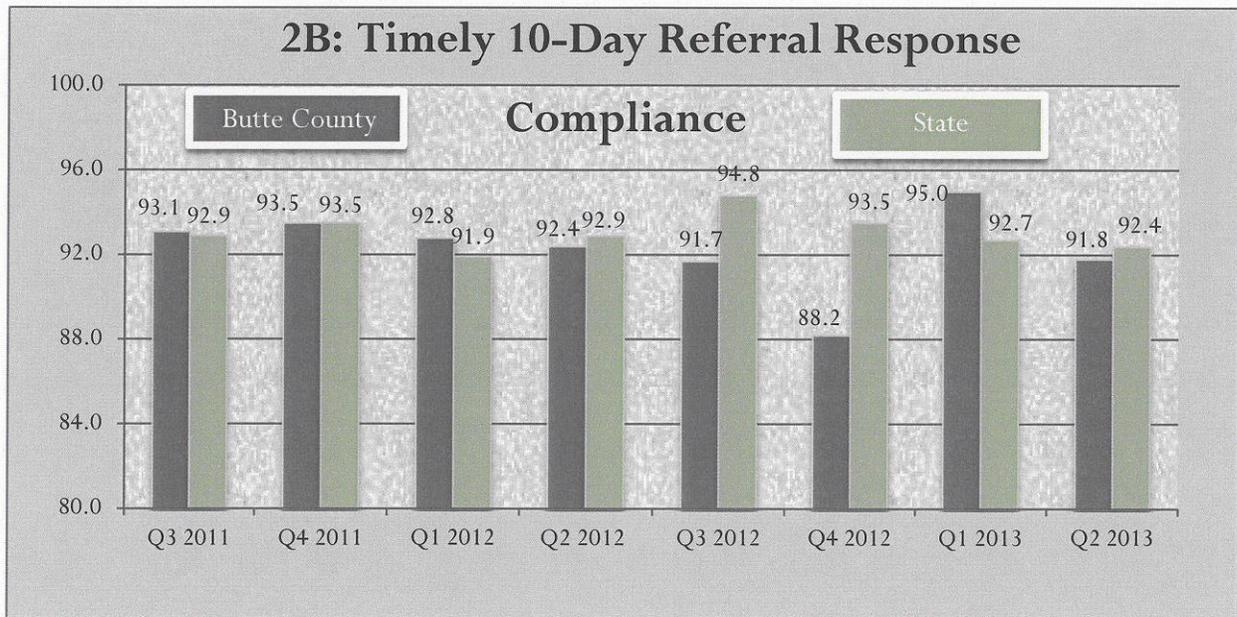
Butte County regularly meets or exceeds the state average in compliance with timely Immediate Response rates.



Data Source: CWS/CMS Quarter 2, 2013 Extract<sup>1</sup>.

Measure 2B: Timely Immediate Response Referral Compliance

Butte County tends to maintain timely 10-day response compliance rates that are close to the state average.



Data Source: CWS/CMS Quarter 2, 2013 Extract<sup>2</sup>.

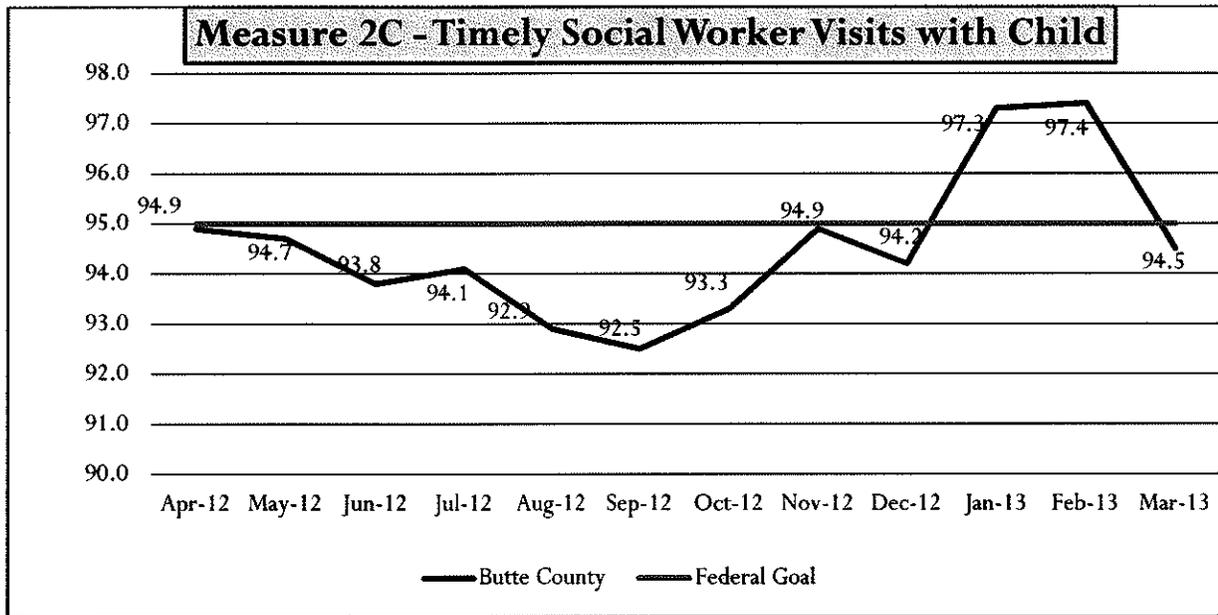
<sup>1, 2</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. 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)>

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

States must collect and report information on monthly caseworker visits. However, beginning with the submission of data for FFY 2012, States must report their information using a new data reporting methodology, consistent with the changes in the law made by P.L. 112-34 (Measure 2F). Additionally, beginning in Federal Fiscal Year 2015, caseworker visit performance standard for monthly visits will increase to 95%. Therefore, in anticipation of these changes, our department policy is to meet or exceed 95% in anticipation of upcoming changes to this goal. In future updates, the new measure will be Measure 2F, per new federal guidelines.

The following chart reflects our timely social worker monthly visits with children. This is an area that we have worked diligently at improving. In future updates, the new measure reported will be Measure 2F, per new federal guidelines, which measures timely monthly caseworker visits based on a calendar year, rather than on a month-by-month basis.

In addition to exceeding the federal goal in this area, we also consistently meet the goal of visiting with children in their residences over 50% of the time (as of the last reporting period, for the period ending June 30, 2013, the Butte County rate was 73.4%).



Data Source: CWS/CMS Quarter 1, 2013 Extract<sup>3</sup>.

**PROBATION**

As part of the System Improvement Plan, the Butte County Probation Department’s goal is to improve placement stability. When establishing this goal, official data sources did not capture probation data to create a baseline performance. Since that time, Probation has input data into official sources as outline below.

<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)>

In reviewing the Probation Department's current performance towards the SIP improvement goal, we reviewed the official CWS Outcomes System Summary provided by U.C. Berkeley. As of September 25, 2013, our 4B performance reflects 33.3% for Least Restrictive (PIT Placement: Group/Shelter), and 66% for Least Restrictive (PIT Placement: Other). All other 4B measurements were not applicable or measured zero. When compared to data provided on March 28, 2013, our 4B performance for Least Restrictive (PIT Placement: Group/Shelter), was 20% and 80% for the PIT Placement; Other.

When reviewing the official data source, it appears the data provided does not accurately reflect the true placement population supervised by Probation, thus making this data source difficult to use as a performance measure. Since discovering this issue, Probation has received further CWS/CMS training through the Northern Training Academy (through UC Davis Extension), Center for Family Focused Practice. Through this ongoing training, we were able to identify issues that may have caused the data problems and have learned how to conduct CWS/CMS quality control checks. We anticipate our 2013 Quarter 3 data pull will accurately reflect our population, thus creating a baseline date to compare future outcomes.

However, when reviewing the Probation Foster Care Placement Monthly Caseload Statistical Report (FC23), we have shown a 32% average decrease in out-of-home placements since April 2011. We attribute this decrease in formal placement based on our strategies to improve placement stability by placing minors in the least restrictive setting.

## STRATEGIES STATUS

### 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:

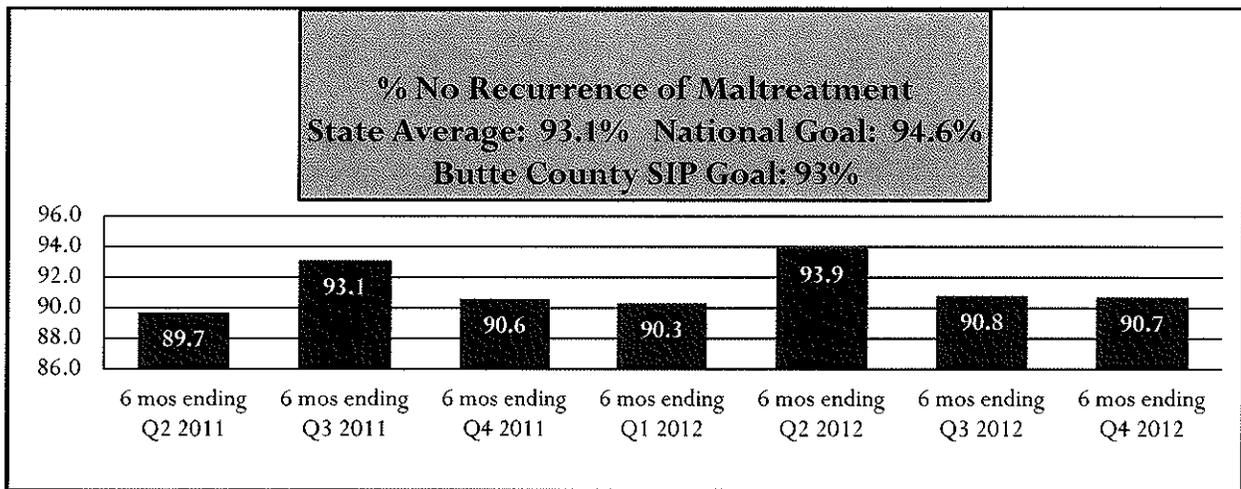
For the six month period ending September 30, 2010 Butte County's rate was 90.3% (statewide average, 92.9%; federal standard is 94.6%).

Current Performance: For the six month period ending December 31, 2012, Butte County's rate was 90.7%.

##### Improvement Goal 1.0

*Increase rate of no recurrence of maltreatment by 2.4% (to 93%).*

- Butte County has met our SIP goal during two of the last seven reporting periods. However, overall the County continues to remain at approximately the same rate as when the SIP was approved, despite numerous changes (as reported in the last SIP Update).



Data Source: CWS/CMS Quarter 2 2013 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 (AR) 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. (Butte County previously had an active Differential Response Program that was ended in 2007 due to decreases in funding).

Butte County has continued to make progress on this goal since the last Update. In year two of the SIP, funding was identified for Alternative Response services.

The AR Team researched differential response models that have been successfully implemented in other locations, including the successful Olmstead County (Minnesota) Model of Differential Response. This is a comprehensive strengths-based approach to working with families in which there is a concern of child abuse or neglect, utilizing “critical pathways”. This is a three – response option for intervention with families, which includes traditional child welfare intervention, Family Assessment Response, and the use of Targeted Early Intervention strategies. The Family Assessment Response option ensures children’s safety and family stability by building on families’ strengths and responding to individual needs. The AR Team decided to implement a similar model, based on the Olmstead County Minnesota program.

As a result, Butte County has been working with, and receiving guidance from, the Northern Training Academy (through UC Davis Extension) and Sue Lorbach, a senior program specialist at the National Council on Crime and Delinquency’s Children’s Research Center and an international expert on child welfare system and practice innovations. Ms. Lorbach was instrumental in implementing the Olmstead County model.

Activities that have been accomplished towards implementing an Alternative Response Program include:

<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)>

- A Request for Proposals (RFP) was issued in September 2013 for a Targeted Early Intervention program. A community-based organization has been selected and contract preparations are underway, with an anticipated start date in January 2014.
- Butte County Intake has been implementing a new method of reviewing referrals to the hotline utilizing the Review, Evaluate, Direct (RED) Team model. Starting in November 2013, this team has begun to pilot this approach with some referrals.
- Two training sessions with Sue Lorbach for all child welfare staff, and for community partners, were provided in November 2013.

These and other alternative response strategies will continue to be implemented in Year Three of the Butte County SIP.

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

Due to funding challenges, this program was ended at the end of FY 11/12.

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

This strategy was changed to pilot this tracking system of parental drug use for parents who participate in the Butte County Family Treatment Court program (rather than all parents in child welfare). Parental drug use is tracked as part of the evaluation process for the Children Affected by Methamphetamine (CAM) grant, which funds enhanced services for parents, and their children, in the Family Treatment Court. This is year four of the four year grant, so valuable information is being tracked about their drug use, and other outcomes. We will re-evaluate the need to continue to track this information at the end of the grant period.

**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.

This goal has evolved in that Butte County has implemented the use of Signs of Safety as an overall Safety Organized Practice (SOP) strategy. All staff use Signs of Safety (SOS) in some way. Several units are now using SOS strategies in group supervision processes. SOS, along Structured Decision Making (SDM), is used throughout the continuum of service delivery: in IR/ER investigations, staffing, referrals, the new RED Team, family team meetings and other meetings as applicable.

In Year Three of the SIP, we will continue to monitor the use of these tools and evaluate the effectiveness.

- ❖ 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.

These strategies were discussed in the last SIP Update, and all goals were completed in Year One.

## **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 December 31, 2009, Butte County’s rate was 19.6% (statewide average, 12.1%; federal standard, 9.9%)

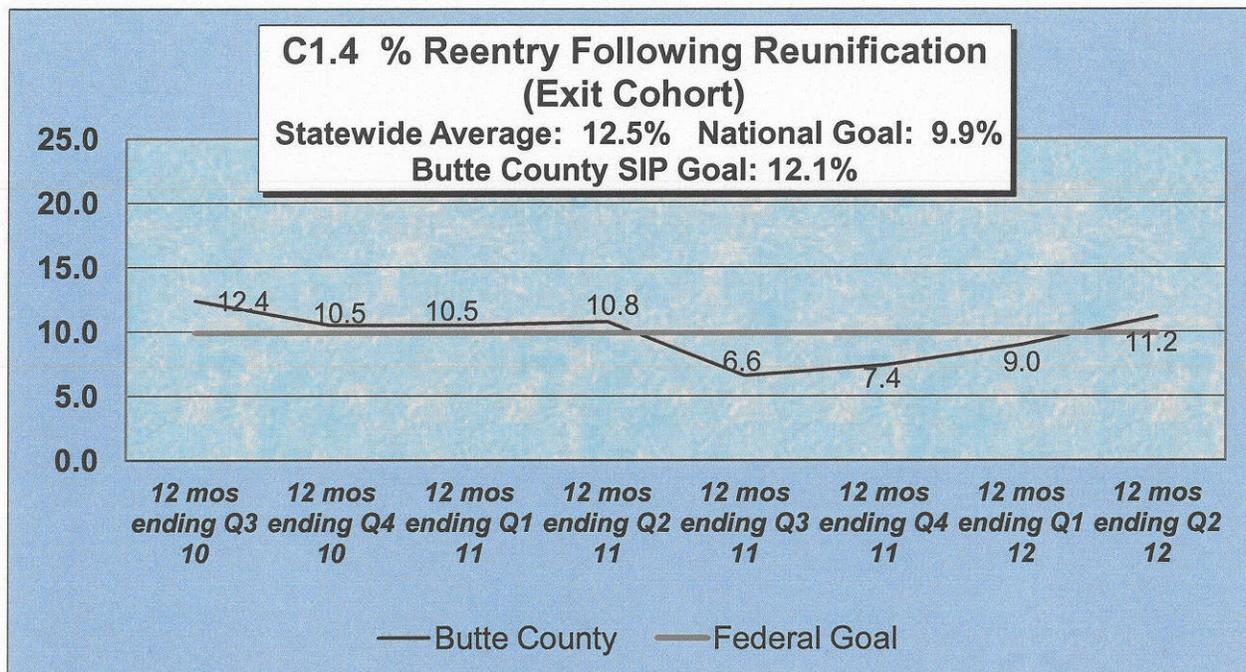
Current Performance: For the 12 month period ending June 30, 2012, Butte County’s rate was 11.2%.

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 improve.
- We have consistently met or exceeded our stated improvement goal of 12.1% since the end of 2010. We have exceeded the state average as well, and for three out of the four most recent quarters we exceeded the federal goal of 9.9%.
- There has been a recent increase in our re-entry rate. This is being investigated to determine trends or other contributing factors.
- The success of the FTC/CAM program has been a key factor in the improvement of the re-entry rate in Butte County.



Data Source: CWS/CMS Quarter 2, 2013 Extract<sup>5</sup>.

- ❖ 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 reporting period covers year three 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.

This program continues with great success. To date:

- 59 families have been referred to FTC/CAM, consisting of 72 adults and 106 children.
- 38% of the adult participants have graduated from the program; with no re-entries to child welfare.
- 36% of the adult participants were terminated or left the program before completion, resulting in 5 re-entries to child welfare. These five children (from three families) represent a very small percentage of the children who re-entered foster care.

<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 1.2: Explore and develop “After Care” services to families in Family Maintenance and after they leave Child Welfare System.

While there are certain areas that have strong after care components (specifically the FTC/CAM Program and the SOFT Program), this strategy has not implemented yet, due to other priorities. This is still being strategized, and the team will review need and time frame for future action.

- ❖ 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 in year one. Additionally, it was also determined that an on-going analysis of these factors should occur on a regular basis. As a result, this data, and other outcome data, are reviewed and addressed on a monthly basis by the Children’s Service Management Team, and other staff.

### **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.

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.

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

The action steps for this strategy were completed in year one as addressed in the last SIP Update.

### **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 (statewide average, 64%; federal standard 65.4%).

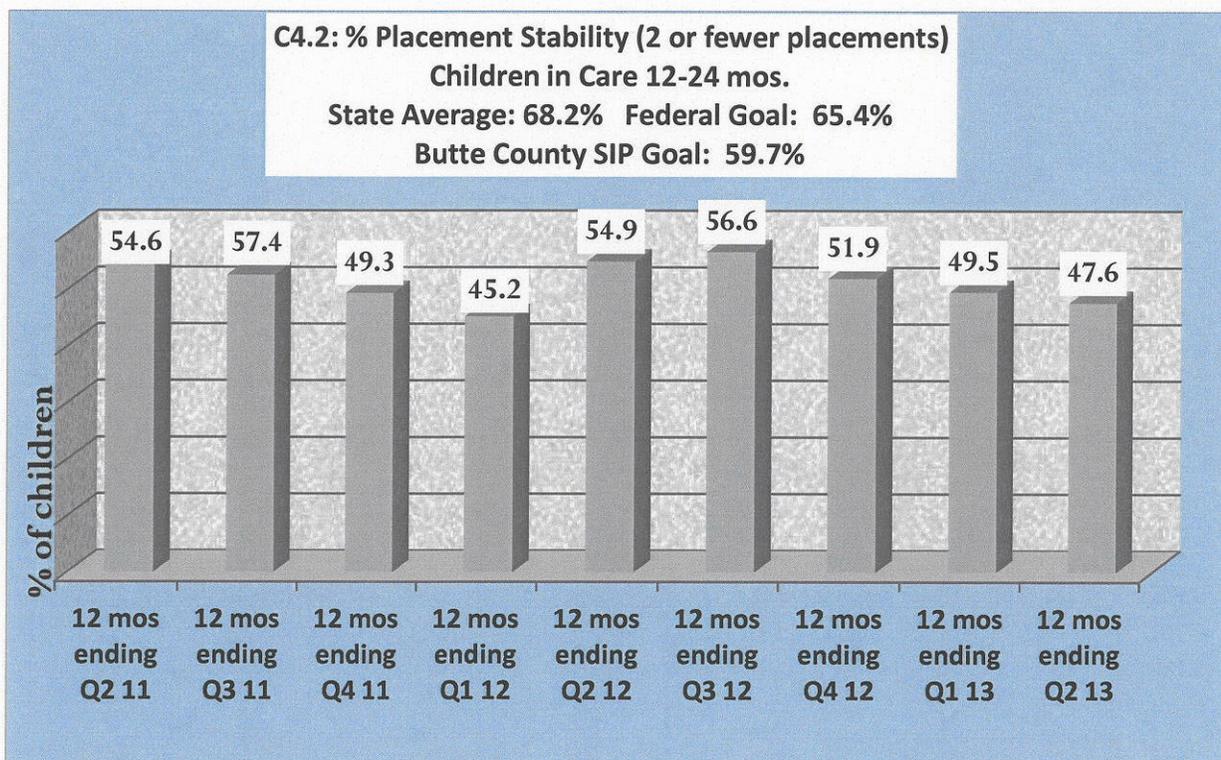
Current Performance: For the 12 month period ending June 30, 2013, Butte County's rate was 47.6%.

### Improvement Goal 1.0

*Increase stability rate of children with two or fewer placements by 5% (to 59.7%)*

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 July 1, 2012 and June 30, 2013.

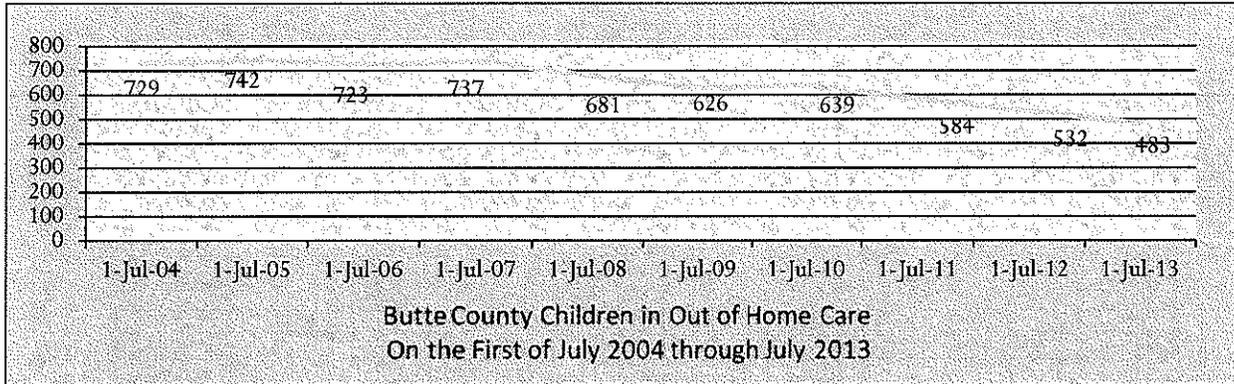
- This improvement goal continues to be problematic for Butte County, as we have yet to reach our SIP goal of 59.7%.
- There have been improvements and many strategies have been implemented, but our rate continues to fluctuate below our goal.
- An analysis of the children with three or more placements shows that the majority are older children.
- In the last reporting period, 91% of the children who had one or two placements only were five years or younger.



Data Source: CWS/CMS 2013 Quarter 3 Extract<sup>6</sup>.

<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)>

This outcome goal continues to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve this outcome. It should be noted that while our children experience more placement changes than we would like, we have reduced the overall number of children in out of home care, and have increased the number of relative placements. From a high of 742 children in out of home care on July 1, 2006, our numbers have steadily decreased each year. On July 1, 2013, Butte County had 483 children in out of home care.



Data Source: CWS/CMS Quarter 2, 2013 Extract<sup>7</sup>.

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

During this reporting period, we made changes to our emergency placement process so that we can place children earlier with relatives, when safe and appropriate to do so. This process was rolled out in April 2011. Additionally, we provide weekly relative orientation groups (rotating between the two offices) where Relative Assessors provide all pertinent information and paperwork to prospective relative placements. This year, we were also able to increase our access to Family Finding services which has resulted in the ability to find family members at an earlier point which has provide more opportunities for family members to be part of the child’s team, as a potential placement option and for overall support for the child and family.

❖ 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.

At the beginning of this fiscal year, we were able to increase the number of full time Facilitators for our Family Team Decision Making meetings from three to five. This has enhanced the ability for providing more meetings, utilizing Safety Organized Practice strategies. It is hoped that this increased capacity will allow more meetings to be held to help save a placement and provide more support to caregivers.

<sup>7</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)>

## PROBATION

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

The Probation Department has implemented several programs such as Aggression Replacement Therapy, Transitional Services Program (18 and Beyond) and the Electronic Communication Security Diversion Class in an effort to reduce out-of-home placements. Additionally, probation officers and juvenile hall counselors were recently trained on interactive journaling. This goal-directed, client centered model aims to reduce recidivism, by guiding youth through a process of written self-reflection. 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.

The Butte County Probation Department has continued to utilize an evidence-based risk to reoffend assessment tool and individualized case plan planning to facilitate rehabilitation and prevent out-of-home placements. If placements are necessary, officers are diligently working with our placement providers to reintegrate minors back into the community, when reintegration is appropriate. All Juvenile Probation Officers have attended mandatory risk to re-offend assessment, case planning and motivational interviewing (MI) training. In addition to basic MI training, staff have additionally received advanced MI training to enhance their ability to effectively manage the complex issues facing at-risk youth. It should be further noted that all Juvenile Probation Officers have participated in ongoing case planning training and efforts are being made to ensure use of the most current and updated case planning tool available. The newest case-plan is less complicated to use, allowing our officers to have more time to address the needs of our clients.

- ❖ 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, plus other collateral officers have received multiple day training on how to effectively utilize the CWS/CMS data system as a resource for family

finding. In addition to this resource, probation is also utilizing local systems such as the "Offender Trac" system, "CASE", the department's internal case management system, and other online resources to properly research relative placement options for at-risk youth, and, avoid placement services.

The Juvenile Division now meets on a weekly basis and has become an effective forum to review local resources and the latest family finding efforts. This meeting also is vital in identifying gaps in services. In addition to this formal means of communication, additional gaps are identified when cases that are referred to out-of-home placement. During the staffing process, gaps in services are identified and strategies to address these gaps are discussed during the collaborative ISPU Interagency Services Placement Unit meeting.

## **BARRIERS TO IMPLEMENTATION**

### **CHILD WELFARE**

Overall, Butte County Children's Services has not experienced severe issues with implementing SIP goals, and has made significant progress in several areas (implementing Alternative Response, adding more facilitators and continued success with the FTC/CAM grant program).

We have experienced a high turnover in the last year or two as a result of several retirements and staff changes. This has delayed some of the strategies but has not resulted in overall problems.

### **PROBATION**

The Butte County Probation Department underwent a department wide reorganization over the last year, resulting in a complete turnover in our Out-of-home Placement Unit. Although the changes are seen as positive, the moves have created a short term learning curve that slows down our implementation. Specifically the utilization of our CWS/CMS system as a family finding tool and our ability to utilize CWS/CMS for our out-of-home placement needs. Correct data input into the CWS/CMS system is critical for outcome measures. A recent check against the UC Berkeley Data has shown gaps in data input as it relates to probation. As staff develop expertise in CWS/CMS and fill in the missing data, we will be able to better measure our success over time.

## **OTHER SUCCESSES/PROMISING PRACTICES**

### **CHILD WELFARE**

#### Nurturing Parenting Programs®

In Butte County, we have woven the philosophy and curriculum of the Nurturing Parenting Programs® throughout the continuum of services available for our parents and families, from

the beginning of a case (Parent Support Groups) through parenting classes and education (Nurturing Parenting classes, Nurturing Parenting in Recovery and the SOFT Program). All of our contracted partners have staff trained in Nurturing Parenting and as facilitators.

The Nurturing Parenting Programs® are a family-centered initiative designed to build nurturing parenting skills as an alternative to abusive and neglecting parenting and child-rearing practices. Some of the long term goals are to prevent recidivism in families receiving social services, and stop the intergenerational cycle of child abuse by teaching positive parenting behaviors. The Nurturing Parenting philosophy and lessons are developed from years of extensive research based on the assessment of high-risk parenting beliefs and behaviors.

These constructs form the basis of the lessons, skills and competencies in the Nurturing Skills for Families curriculum by focusing on the following educational objectives:

1. Building Self-Worth through Appropriate Expectations of Children's Growth and Development
2. Developing Empathy and Sense of Caring in Parents and Children
3. Utilizing Positive, Non-violent Discipline Practices and Techniques
4. Having Appropriate Family Role Expectations through Self-Awareness
5. Empowering Adults and Children through the Development of their Personal Power

### Adoption Services

Effective July 1, 2011, Assembly Bill (AB) 118 realigned the funding for adoption services and other child welfare services. As part of this realignment in California and our commitment to finding permanency for foster children in Butte County, agency adoption services are now provided by the Butte County Department of Employment and Social Services (DESS). Effective January 1, 2013, the six-month transition of the responsibility for Adoption Services from the CDSS Chico District Office to DESS was complete.

Adoption is the permanent, legal transfer of parental rights and responsibilities from a child's birth parents to adoptive parents. Butte County Adoption Services offers agency adoption services and is able to facilitate adoptions of children in foster care as the result of either the parent(s) voluntarily relinquishing their legal rights to the agency or involuntary termination of parents' legal rights by the court. Program services include concurrent planning, child adoptability assessments, adoptive placement and finalizations, relinquishments, adoption home study evaluations and the Adoption Assistance Program (AAP). Providing these services as part of DESS has created the opportunity to work closely with Children's Services and streamline our process of serving children, families and our community.

### **PROBATION**

The Butte County Probation Department recently reorganized the Juvenile Supervision Unit by moving away from school based caseloads to area base caseloads that address targeted needs. This shift has allowed the creation of a female, gang, and sex offender specific caseloads. In addition, area based caseload assignments has allowed supervisors the needed flexibility to manage bulging caseload sizes. Keeping caseload sizes manageable has allowed our officers the time needed to effectively target their clients' criminogenic needs and reduce the need for out-of-home placement.

As noted above, the Butte County Probation Department has trained officers and juvenile hall staff to implement interactive journaling. These new tools can be administered in a group or one on one basis. SAMSHA recently added interactive journaling to their National Registry of Evidence-based Program and Practices. Based on the available research, the used of interactive journaling has shown a reduction in recidivism and will hopefully reduce the amount of juveniles referred for out-of-home placement.

## **OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS**

### **CHILD WELFARE**

Below is a brief description of those outcome measures not meeting State/National Standards:

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

As previously noted in the narrative section, Butte County has met our SIP goal during two of the last seven reporting periods. However, overall the County continues to remain at approximately the same rate as when the SIP was approved, despite numerous changes (as reported in the last SIP Update).

- It is anticipated that current Alternative Response strategies being implemented will play a significant role in improving this outcome measure in the future.
- It should also be noted that while the overall outcome measure of No Recurrence of Maltreatment continues to be a challenge, we have regularly met or exceeded the federal goal of No Maltreatment in Foster Care (Measure S2.2). There have been NO reports of Maltreatment in Foster Care dating back to the reporting period ending June 30, 2012.

#### **Outcome/Systemic Factor: C1.1 Reunification Within 12 Months (Exit Cohort):**

Overall, the Reunification Composites (Timeliness and Permanency of Reunification) have been an area where we have done well. However, this particular outcome measure has seen a dip below the federal goal during the last two reporting periods. Previously, we met or exceeded the federal goal, and it appears that this trend has begun to reverse itself. It should be noted again, that most of the children in out of home care for longer than 12 months, or those with multiple placements, are older children.

#### **Outcome/Systemic Factor: C2.1 Adoption Within 24 Months (Exit Cohort):**

During the time period ending September 30, 2012, we exceeded the federal goal by 4.9%; however, we have continued to fall below the federal goal since that time. It is anticipated that the transition of Adoption Services to the Department of Employment and Social Services (DESS) has provided new opportunities to work closely with Children's Services and streamline our process of serving children, families and our community.

#### **Long Term Care and Placement Stability:**

The following Outcome Measures are areas that continue to pose challenges:

- Outcome/Systemic Factor: C3.2 Exits to Permanency (Legally Free at Exit)
- Outcome/Systemic Factor: C3.3 In Care 3 Years or Longer (Emancipated/age 18)
- Outcome/Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)
- Outcome/Systemic Factor: C4.2 Placement Stability (12 to 24 Months in Care)
- Outcome/Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)

Despite successful efforts to reduce the overall number of children in out of home care, and increasing the number of relative placements, we continue to fall below the state average and the federal goals in Placement Stability, and also in long term care goals. These outcome goals continue to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve outcomes for our youth in out of home care.

- The majority of children in long-term care or those with multiple placements tend to be older children. We will continue to monitor these outcomes and determine what trends are developing and work to establish new strategies to assist in improving these outcomes.
- In addition to the strategies we have implemented we have also recently reorganized staff and have developed two Placement Units (one in each office) which specifically address placement needs. Each unit consists of a Supervisor, one Placement Specialist, two Relative Assessors, one Social Service Aide, and the Facilitators. These units are responsible for overseeing all placement changes, new placements, relative and NREFM placements and all associated paperwork. It is anticipated that these specialized units will increase our ability to identify placement needs earlier, and streamline processes for the benefit of the children in out of home care.

## PROBATION

As previously discussed, official data sources used to measure the state and national standards did not accurately reflect Probation's placement population, thus making it difficult to measure our outcomes. Once the discrepancy was discovered, Probation staff received additional training in the CWS/CMS data system and have learned how to identify data gaps in the system. We anticipate our 2013 Quarter 3 data pull will accurately reflect our population, thus creating a baseline date to compare future outcomes.

## State and Federally Mandated Child Welfare/Probation Initiatives

### CHILD WELFARE

Butte County Children's Services is actively involved in various initiatives, including:

AB 12 – Extended Foster Care (EFC)

Effective January 1, 2012, Butte County Department of Employment and Social Services (Children's Services) implemented the Extended Foster Care (EFC) Program which allows foster youth to remain in foster care up to age 21. EFC placement options for Non-Minor Dependents include: Relative / Non-Related Extended Family Member Homes, Foster Family Homes, Foster Family Agency Homes, Group Homes (under limited circumstances), Transitional Housing Placement Program (THPP), Transitional Housing Plus Foster Care (THP-Plus-FC), and Supervised Independent Living Placements.

This program has positively affected many lives over the past year, giving new opportunities and continued support to foster youth between the ages of 18 - 21. There were 49 youth age 18+ in care at the end of September, 2013.

During the quarter from July 1, 2013 through September 30, 2013, of the 51 youth eligible for EFC during the quarter:

- 49 youth remained in care
- 4 youth exited care (or were deemed ineligible)
- 2 youth re-entered care.

Participation activities: 19 youth are attending high school, 17 are attending college, 6 are employed, 7 are participating in a program to remove barriers to employment, and 2 have medical exemptions.

#### Katie A.

The Butte County Department of Behavioral Health and the Department of Employment and Social Services (Children's Services) have been working collaboratively and diligently on the implementation of Katie A. requirements, including:

- Comprehensive integration of the activities of **all** parties involved with service to the child/family.
- Treatment plans are prepared by the Clinical Coordinator working with the Child and Family Team and the Case Plans are prepared by the case carrying Social Worker.
- All individual plans (both Case Plan and Treatment Plan) need to be complimentary
- Must be revised periodically (90 days or as indicated).

The implementation plan was presented to all child welfare staff at the September 2013 program meeting, with timelines for new processes and changes.

#### PROBATION

##### AB 12 – Extended Foster Care (EFC)

As outlined in our local protocol for Section 241.1 of the Welfare and Institutions Code, the Butte County Probation Department continues to make all efforts to identify foster care youth who qualify for services under AB 12. Once identified, appropriate youth undergo Court proceedings to transition them into EFC status. Under our protocol, case management services typically fall under the jurisdiction of the Department of Employment and Social Services (DESS). If a probation ward reaches the age of majority and is eligible for EFC services, case management is transferred to DESS (Children's Services).

## 5 – Year SIP Chart

**Priority Outcome Measure or Systemic Factor: Safety 1 a) S1.1 No Recurrence of Maltreatment**

**National Standard:** 94.6%

**Current Performance:** 90.6% (at SIP approval); 90.7% (Data Extract Q2 2013)

**Target Improvement Goal:** 93% (Increase by 2.4%)

Child Welfare Goal

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

**National Standard:** 9.9%

**Current Performance:** 19.6% (at SIP approval); 11.2% (Data Extract Q2 2013)

**Target Improvement Goal:** 12.1% (Decrease by 7.5%)

Child Welfare Goal

**Priority Outcome Measure or Systemic Factor: Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability (12 – 24 Months in Care)**

**National Standard:** 65.4%

**Current Performance:** 54.7% (at SIP approval); 47.6% (Data Extract Q2 2013)

**Target Improvement Goal:** 59.7% (Increase by 5%)

Child Welfare Goal

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

**National Standard:** N/A (Please refer to SIP Narrative)

**Current Performance:** N/A (Please refer to SIP Narrative)

**Target Improvement Goal:** “Improve Placement Stability”

Probation Goal

<p><b>Strategy 1.1:</b></p> <p>Develop and implement an "Alternative Response" Program in Butte County.</p> <p><b>Strategy Rationale</b></p> <p>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><input checked="" 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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>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>Action Steps:</b></p>		<p><b>Timeframe:</b></p>
<p>A. Develop core group of Children's Services staff and community partners to explore preventative service gaps, and identify needs, in our community.</p> <p><b><u>COMPLETED – Year One</u></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><b>Person Responsible:</b></p> <p>Program Manager</p> <p>Administrative Analyst</p> <p><b>3/20/12</b> Alternative Response Workgroup developed, consisting of Program Managers, Administrative Analyst and line staff met to identify service gaps and needs.</p>
<p>B. Evaluate needs and research fiscal options, including leveraged funding options and develop a framework for an alternative response program.</p> <p><b><u>PARTIALLY COMPLETED: WILL CONTINUE AS A YEAR TWO GOAL.</u></b></p> <p><b><u>COMPLETED – Year Two</u></b></p>	<p><input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>Program Manager</p> <p>Administrative Analyst</p> <p><b>3/20/12</b> 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><b>10/15/13</b> Funding has been identified for an Alternative Response Program.</p>

<p>C. If funding is available, issue a Request for Proposals for "Alternative Response" Program.</p> <p><b><u>COMPLETED – Year Two</u></b></p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>Program Manager Administrative Analyst</p> <p><b>9/6/13</b> RFP for Alternative Response Program issued, with an anticipated start date of 1/2/14.</p>
<p>D. 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</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 Administrative Analyst</p>
<p>E. If "Alternative Response" program is implemented, evaluate progress and outcomes.</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 Administrative Analyst</p>

<p><b>Strategy 1.2:</b>  <del>Expand/enhance the Communities Accessing All Resources (CARS) Program</del></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>	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>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>Action Steps:</b></p>		<p><b>Timeframe:</b></p>
<p><b>A.</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.</p> <p><b><u>COMPLETED – Year One</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>Program Manager  Administrative Analyst  <b>3/20/12</b> Program Managers, Administrative Analyst and line staff met to identify service gaps and needs as part of Alternative Response workgroup.</p>
<p><b>B.</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.</p> <p><b><u>COMPLETED – Year One</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>Program Manager  Administrative Analyst  <b>3/20/12</b> This was accomplished by changing the referral process from Child Welfare to the CARS Program.</p>

<p>C. <del>If fiscally feasible, implement enhancements to CARS Program.</del></p> <p><b><u>COMPLETED -- Year One</u></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>Program Manager and Administrative Analyst</p> <p><b><u>3/20/12</u></b> 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><u>10/15/12:</u></b> Program was defunded at the end of FY 11/12.</p>
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<p><b>Strategy 1.3</b></p> <p>Develop a system to track parental drug use at time of detention in the CWS/CMS system.</p> <p><b>Strategy Rationale</b></p> <p>This will provide better understanding of treatment service needs for parents earlier in the case planning process.</p>	<p><input checked="" 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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>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>Action Steps:</b></p>		<p><b>Person Responsible:</b></p>
<p><b>Timeframe:</b></p>		
<p>A. Identify list of most common drugs used by parents at time of detention.</p> <p><b><u>PENDING SPRING 2012</u></b></p> <p><b><u>COMPLETED -- Year Two</u></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>Administrative Analyst</p> <p><b>3/20/12</b> Evaluation to be completed TBD March or April 2012</p>
<p>B. Create new "Special Projects" Codes for identified substances in CWS/CMS.</p> <p><b><u>PENDING SPRING 2012</u></b></p> <p><b><u>COMPLETED -- Year Two</u></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>Staff Development Officer and Administrative Analyst</p> <p><b>3/20/13</b> To be implemented upon determination of commonly used drugs at time of detention (TBD April 2012).</p> <p><b>10/15/13</b> This strategy was revised to be utilized specifically for parents in the CAM Grant funded program for Family Treatment Court. The "Special Project Code for this program was developed and</p>

		is used for tracking families in this program.
<p>C. Develop guidelines and train staff to enter "Special Projects" Codes in CWS/CMS. <b><u>COMPLETED – Year Two</u></b></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>Staff Development Officer and Administrative Analyst  <b><u>10/15/13</u></b> This strategy was revised to be utilized specifically for parents in the CAM Grant funded program for Family Treatment Court. The Administrative Analyst is responsible for entering the Special Project Code.</p>
<p>D. Develop guidelines for accessing information to be used by staff in planning and developing case plans, programs etc. <b><u>COMPLETED – Year Two</u></b></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  <b><u>10/15/13</u></b> This strategy was revised to be utilized specifically for parents in the CAM Grant funded program for Family Treatment Court. The Administrative Analyst is responsible for accessing information for the grant.</p>

<p><b>Strategy 2.1</b></p> <p>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</p> <p><b>Strategy Rationale</b></p> <p>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.</p>	<p><input checked="" 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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>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>Action Steps:</b></p> <p>A. Provide formal training to staff that have not yet been trained in SOS.  <b>COMPLETED – YEAR ONE</b></p> <p><b><u>ON-GOING GOAL FOR NEW STAFF</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><b>Person Responsible:</b></p> <p>Staff Development Officer and Program Managers -  <b>3/20/13</b> On-going process both in-house and through Northern Training Academy.</p>		

<p>B. Develop guidelines for use of SOS model. <b><u>IN DEVELOPMENT</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>Staff Development Officer and Program Managers  <b><u>3/20/12:</u></b> TBD May 2012  <b><u>10/15/13:</u></b> This continues to be a work in progress, and will continue in to Year Three</p>
<p>C. Implement SOS in case staffing between social workers and supervisors. <b><u>USE OF COACHES WILL END IN JUNE 2012. BUT THE STAFFING WILL CONTINUE AS AN INTERNAL PROCESS IN 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 type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Staff Development Officer and CWS Supervisors  <b><u>3/20/12:</u></b> On-going process  <b><u>10/15/13:</u></b> On-going process</p>
<p>D. Implement SOS for use in the field. <b><u>ON-GOING PROCESS COMPLETED – 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 type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Staff Development Officer and CWS Supervisors  <b><u>3/20/12:</u></b> On-going process</p>
<p>E. Assess use of SOS through regularly scheduled meetings. <b><u>COMPLETED – YEAR TWO</u></b></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>CWS Supervisors and Social Workers  <b><u>10/15/13:</u></b> The goal has been completed, but continues as on-going process</p>

<p>F. Monitor effective utilization of SOS and measure its effect on risk and safety planning using Safe Measures data.</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>Staff Development Officer, Program Manager  <u>10/15/13</u> This continues to be in development</p>
<p>G. Develop a survey for families and CWS Social Workers to complete for evaluation purposes.</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>Staff Development Officer, Program Manager  <u>10/15/13</u> Staff survey was completed in Year Two; survey for families has not yet been completed.</p>
<p>H. Review and revise current SDM policies to integrate the use of SDM and SOS applications.</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>Staff Development Officer, Program Manager  <u>10/15/13</u> This continues to be in development</p>

<p><b>Strategy 2.2</b></p> <p>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 Nurturing Parenting curriculum.</p> <p><b>Strategy Rationale</b></p> <p>The PEER Program allows parents to utilize skills they learn in Parent Education Classes, utilizing the Nurturing Parenting curriculum while their children are still in out of home care. Expanding this program to older children and to families who have children at home will further enhance parenting skills.</p>	<p><input checked="" 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>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p><b>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>Action Steps:</b></p> <p>A. Develop a team including Children's Services staff and program vendors to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand PEER Program.</p> <p><b><u>COMPLETED – YEAR ONE</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><b>Person Responsible:</b></p> <p>Program Manager and Administrative Analyst</p>

<p>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</p> <p><input checked="" 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>Program Manager, Supervisors, Administrative Analyst, and Program staff</p> <p><b><u>October 2011</u></b> – Changed program eligibility to include families in FM</p>
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<p><b>Strategy 1.1:</b> 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.</p>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input checked="" type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p><b>Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification:</b> 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.</p>
<input checked="" type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									

Strategy Rationale		
Action Steps:	Timeframe:	Person Responsible:
<p>The goals of this program include:</p> <ul style="list-style-type: none"> <li>▶ Increase caregivers' appropriate developmental expectations for children;</li> <li>▶ Increase caregivers' sensitive, consistent parenting;</li> <li>▶ Reduce the rate of recurrence of child maltreatment; and</li> </ul> <p>Reduce the rate of re-entry into foster care.</p> <p>A. Develop core group of Children's Services staff and Behavioral Health staff to work with grant funder to implement new grant program.</p> <p><b><u>COMPLETED – YEAR ONE</u></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>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 conference call and/or in person.</li> </ul> <p>Program staff have been identified and hired.</p>

<p>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 – YEAR ONE</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>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> </ul> <p>On-going training being developed and provided to Peer Parent Mentors</p>
<p>C. 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 AND TWO:</u></b>  <b><u>ON-GOING GOAL FOR YEAR THREE</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> </ul> <p>On-going training needs are identified by participants in support groups.</p>
<p>D. Develop evaluation methods with Project Evaluator for tracking progress of parents participating in the Family Treatment Court.</p> <p><b><u>COMPLETED - YEAR ONE</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>Administrative Analyst, CWS Social Worker assigned to grant and Researcher from UC Davis (project evaluator)</p> <p><b><u>3/20/12</u></b> Tracking method has been developed and implemented.</p>

<p>E. Collaborate with BH in the identification and hiring of parent mentors to work with parents in the Family Treatment Court.</p> <p><b><u>COMPLETED – YEAR ONE</u></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>DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst</p> <p><b>3/10/12</b> Four part time Peer Parent Mentors have been hired.</p>
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<p><b>Strategy 1: 2</b></p> <p>Explore and develop "After Care" services to families in Family Maintenance and after they leave the Child Welfare System.</p> <p><b>Strategy Rationale</b></p> <p>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>	<p><input checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p><b>Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification:</b> 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.</p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. 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><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>April</p> <p>April</p> <p>April</p>	<p>Program Manager, Supervisor, Administrative Analyst</p> <p><b>10/15/13</b> This strategy has not been implemented. Team will review need and time frame for future action.</p>
<p>B. Research ways to provide additional "After Care" services by holding parent focus groups; visiting other county programs; explore leveraged</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>April</p> <p>April</p> <p>April</p>	<p>Program Manager, Supervisor, Administrative Analyst</p> <p><b>10/15/13</b> This strategy has not been implemented. Team will review need and time frame for future action.</p>

<p><b>Strategy 1: 3</b></p> <p>Conduct a reentry study to identify reasons for increasing reentry rates in Butte County.</p> <p><b>Strategy Rationale</b></p> <p>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 checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification:</b> 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.</p>	
<p><b>Action Steps:</b></p>		<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p>A. Develop reentry study and analyze reasons for families that return to the Child Welfare System.</p> <p><b><u>COMPLETED – YEAR ONE</u></b></p> <p><b><u>WILL CONTINUE TO BE EVALUATED ON AN ON-GOING BASIS</u></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>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>B. Utilize findings from reentry study to inform the Alternative and After Care services.</p> <p><b><u>COMPLETED – YEAR ONE</u></b></p> <p><b><u>WILL CONTINUE TO BE EVALUATED ON AN ON-GOING BASIS</u></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>Program Manager and Administrative Analyst</p>	

<p><b>Strategy 2:1</b></p> <p>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.</p> <p><b>Strategy Rationale</b></p> <p>Enhancing and increasing the capacity of families who participate in the SOFT Program would provide additional supports to families they exit the Child Welfare System.</p>	<p><input checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p><b>Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification:</b> 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.</p>
<p><b>Action Steps:</b></p> <p>A. 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>COMPLETED – YEAR ONE</b></p>		<p><b>Timeframe:</b></p> <p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>Person Responsible:</b></p> <p>Program Managers and Administrative Analyst:</p>

<p>B. If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.</p> <p><b><u>COMPLETED – YEAR ONE</u></b></p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>Program Manager and Administrative Analyst</p>
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<p><b>Strategy 1.1:</b> Enhance ability to place children with relative placements on an emergency basis.</p> <p><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.</p>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input checked="" type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p><b>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.</p>
<input checked="" type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									

<p><b>Action Steps:</b></p> <p>A. 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.</p> <p><b><u>COMPLETED – YEAR ONE</u></b></p>		<p>Person Responsible:</p> <p>DESS Program Manager and Administrative Analyst: <b>3/20/12</b> Relative Placement Workgroup has been identified and meets regularly</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>B. Develop policies and procedures that will enhance the ability to place children with relative caregivers on an emergency basis <b><u>COMPLETED – YEAR TWO</u></b></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, Staff Development Officer</p>
<p>C. Train staff in new procedures for emergency placements. <b><u>COMPLETED – YEAR TWO</u></b></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, Staff Development Officer</p>
<p>D. Develop evaluation methods to track the changes in placement stability.</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></p> <p>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></p> <p>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>	<p><input checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b></p> <p><b>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.</p>
<p><b>Action Steps:</b></p> <p>A. 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.</p> <p><b>COMPLETED – YEAR ONE</b></p> <p><b>COMPLETED – YEAR TWO</b></p> <p><b><u>WILL CONTINUE AS A YEAR TWO GOAL</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 checked="" 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>Person Responsible:</b></p> <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> </ul> <p>On-going discussion and training planned</p>

<p>B. Train FARE Facilitators in Signs of Safety to be utilized during FTDM meetings.</p> <p><b><u>COMPLETED – YEAR ONE</u></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>Staff Development Officer</p> <p><b><u>3/20/12</u></b> Three FARE Facilitators have been trained in Signs of Safety and have begun to utilize skills in family meetings.</p>
<p>C. If fiscally feasible, enhance program capacity through additional staff (either support staff or additional facilitator).</p> <p><b><u>COMPLETED – YEAR TWO</u></b></p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" 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>Program Manager, Administrative Analyst</p> <p><b><u>10/15/13</u></b> Two additional full time FARE Facilitators have been hired, and have been trained in Signs of Safety.</p>

PROBATION

<p>Strategy 1.1: <b>Improve overall placement stability</b> by decreasing removals or length of removals by increasing family finding efforts and relative placements.</p>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input checked="" type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)</p>
<input checked="" type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									

Action Steps:	Timeframe:	Person Responsible:
<p>A. Attend any provided family finding instruction.</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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Involved: 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.  10/29/13 Progress: Unit staff and SPO have changed. New staff will attend family finding resource trainings provided by UC Davis when it becomes available (approx. Jan. 2014). New staff have attended Probation Placement Officer CORE training (Jan-March 2013 and August-Oct 2013), Probation Placement Supervisors training (October 2013), and CWS/CMS training (April 2013, August 2013, and October 2013).</p>
<p>B. Explore and/or implement departmental access to specific family finding resources.</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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>SPOs, POs, Juvenile Probation Technicians  11/15/11 Progress: Ongoing Research/Exploration &amp; use of Family Finding Resources such as:  Web-Based Search Engines</p>

		<ul style="list-style-type: none"> <li>• State/County Data Systems such as CWS/CMS; Offender Trac &amp; CASE Systems.</li> <li>• Child/Parent Inquiries.</li> </ul> <p>10/29/13 Progress: Family finding resources being utilized:</p> <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>
<p>C. 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><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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Supervising Probation Officers</p> <p>11/15/11 Progress: Policy development underway. Family finding instruction, guidance &amp; resources being provided.</p> <p>10/29/13 Progress: Staff training underway and ongoing. Departmental protocol in place ensuring placement only after all lesser restrictive options are exhausted. Protocol in place to expedite reunification where appropriate.</p>

Strategy 1.2: Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.	CAPIT		Applicable Outcome Measure(s) and/or Systemic Factor(s): Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)
	<input checked="" type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
Action Steps:			
Timeframe:			
A. Attend any provided assessment and/or case planning instruction.	<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	April April April	Involved: 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 10/29/13 Progress: Assessment/Case Planning Training on: 07/23/12, 07/24/12, 08/20/12, 08/21/12, 09/04/12, 09 Ongoing
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.	<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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	April April April	Supervising Probation Officer 11/15/11 Progress: Policy development underway. Procedural meeting between Probation & DA 3/3/2012, Monthly unit meetings. 10/29/13 Progress: Continued use of assessment tool, Caseplan 2.0 to be in use as of 11/01/13.
C. Provide ongoing risk to re-offend and case planning instruction and resources.	<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	April April	Supervising Probation Officer Ongoing provision thru 11/15/11, Monthly Unit Meetings.

	<input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	10/29/13 Progress: Assessment/Case Planning Training on: 07/23/12, 07/24/12, 08/20/12, 08/21/12, 09/04/12, 09/05/12. Motivational Interview training ongoing.
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<b>Strategy 1.3 Service Development</b> Improve overall placement stability by identifying gaps in services and developing resources to fill gaps.	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)
<b>Action Steps:</b>		<b>Person Responsible:</b>
A. Evaluate effectiveness of local programs by monitoring individual case planning goals and outcomes. Identify lacking support and services.	<b>Timeframe:</b> <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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Probation Officers  11/15/11 Progress: Gaps in juvenile services identified: Aggression Replacement Therapy (ART); Transitional Services; Electronic Communication Security; Vandalism Accountability.  10/29/13 Progress: Gaps in juvenile services identified: use of the non-evidenced based Weekend Accountability Program.
B. Collect information and/or data from Probation Officers pertaining to program effectiveness and gaps in services.	<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 checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Supervising Probation Officer  11/15/11 Progress: Underway, See Above  10/29/13 Progress: Underway, See Above

<p>C. 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.</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>Supervising Probation Officer</p> <p>11/15/11 Progress: Programs Created to address Identified Gaps: Aggression Replacement Therapy; 18 &amp; Beyond Program (Transition Services); Electronic Communication Diversion Class; Vandalism Eradication Program</p> <p>10/29/13 Progress: Programs Created to address identified Gaps: Forward Thinking (journaling)</p>
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