

California Child and Family Services Review

Annual SIP Progress Report

MARCH 26, 2010 TO DECEMBER 28, 2015

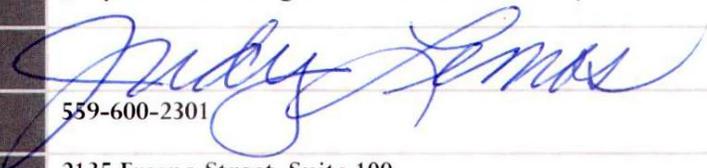


California – Child and Family Services Review Signature Sheet

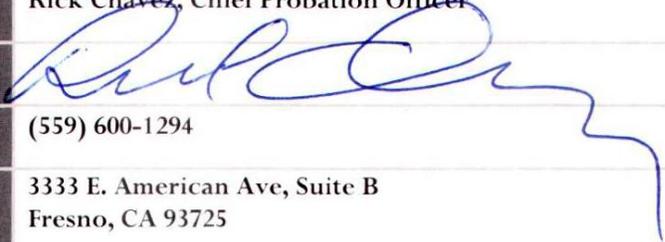
For submittal of: CSA SIP Progress Report

County	Fresno
SIP Period Dates	March 26, 2010 to December 28, 2015
Outcome Data Period	Quarter ending: June 30, 2013 (Q3 2012 Data Extract)

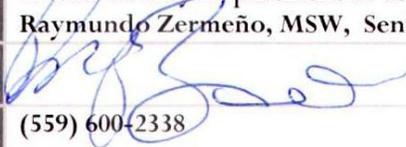
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INTRODUCTION

This System Improvement Plan (SIP) Progress Report will provide information about the activities and impact of the SIP work of Child Welfare and Probation in Fresno County during the year 2013. In this round of the C-CFSR process Fresno County Completed its County Self Assessment in 2009 and the associated System Improvement Plan in 2010.

Subsequent to the development of the SIP Fresno County Child Welfare became a key participant in the California edition of a federally funded grant (PII) from the Children's Bureau officially known as California Partners for Permanency (CAPP.) The goals of PII and CAPP were consistent with the identified goals of the 2010 SIP and in fact supplied an unanticipated wealth of resource and support towards the achievement of those goals and a number of the identified strategies. In time the work of CAPP became synonymous with both the spirit and the embodiment of the Child Welfare portion of Fresno's SIP.

This report will summarize and update activities and changes that have occurred in the work of system improvement for Child Welfare and Probation. The provision of services to children and families is best done when a broad spectrum of voices are heard and acted on. Stakeholders for both child Welfare and Probation are identified. One method of understanding the experiences of children and families in the two systems is to consider the administrative data that is available. A main source for the data is the University of California at Berkeley California Child Welfare Indicators Project website. (URL:http://cssr.berkeley.edu/ucb_childwelfare) Data for both SIP identified and other outcomes is reviewed including areas where the outcomes indicate a reason for concern. The progress with the actual strategies are reviewed and updated.

SIP Progress Narrative

Child Welfare

During 2013, the work of implementing and supporting the CAPP Practice Model continued. The beginning of Fidelity Assessment was a significant development in that process.

The [March 2013 Edition of RECAPP](#) (the CAPP Newsletter) details some of the progress early in the year:

Over these past months Fresno County has conducted the following Implementation Stage activities in partnership with their local community and Tribal partners:

• *Addressing System Barriers*

- Fresno County has continued on their path to build community and tribal relationships and address system barriers based on their
- Institutional Analysis and Action Plan developed in 2010. Continuing work includes:
- Identification of tribal service providers who have been approved through the courts in order to broaden service array for Native
- American populations.
- Ongoing efforts to integrate various local and statewide initiatives to eliminate silos and streamline social worker practice aimed at improving the continuity of services and support for families.
- Implementing a variety of pilot programs that are aimed at providing support for the most vulnerable youth particularly related to developing and securing permanent connections. Most recently partnering with a community based organization, Street Saints, to develop a mentoring program that provides permanency support to youth in long term foster care with the goal of stepping down or out of care.

• *Implementation Teams*

- Fresno County's Implementation Team is made up of individuals with members with diverse yet complimentary skill sets, including individuals from Child Welfare Leadership, Project Management, Data Analysis, Social Worker Line Staff, Regional Training Academy and Community members.
- The team has been in place and functioning for well over a year. They guide the work as well as act as a bridge between line staff and agency leadership. They are responsible for ensuring effective communication through feedback loops that provide information and feedback regarding identifying system barriers and addressing solutions.
- The dedicated resources for the Implementation Team have allowed for effective installation of the Practice Model.
- The recent focus of the Team's efforts has been in developing a coaching framework, preparing for formative evaluation and developing communication and feedback loops between Leadership and Line Staff and Leadership and Coaches.

• *Coaching for Competence*

- Fresno is developing a Team of Coaches with expertise in Safety Organized Practice, Cultural Humility/Racial Sobriety and the CAPP
- Practice Model. They have been training and coaching social workers over the past year.

- Community members have been hired as coaches from the African American community and they are in the process of hiring a tribal coach as well.
- In an effort to build capacity and sustain the implementation of the Practice Model the focus of their coaching has shifted to the supervisor level.
- They have developed a coaching framework and a service delivery plan and are work with the supervisors to develop both practice and assessment skills as well as their coaching skills.

• **Fidelity Assessment**

- Fresno County's Fidelity Assessment was developed with the input of local partners and was tested and refined by the Implementation Team over several months.
- In February an orientation was held with local community partners to familiarize them with the fidelity assessment protocol and train them in relation to their role as observers in the fidelity assessment process.
- The meeting was well attended and plans to proceed with fidelity assessments on all social workers currently implementing the Practice Model began in March.

CAPP has provided Fresno County with an opportunity to resource, activate and energize efforts that began in response to their Institutional Analysis and that were part of their System Improvement Plan. In the process the voice of the community was heard and has had a significant impact on the development and implementation of the Practice Model.

Probation Department

During 2013, the Placement/Family Behavioral Health Court (FBHC) Unit continued to experience staff transition and movement throughout the year. Though placement caseload numbers slightly decreased, the unit observed the AB12 population caseload numbers increase to a high of 25 cases at one point. Nonetheless, the unit worked diligently to provide satisfactory levels of services and supervision to the foster youth population it serves. In addition, the unit continued to work closely with the Delinquency and Dependency Courts and the Department of Social Services to ensure the foster youth's need were being met.

The unit currently has 10 officers assigned to the Placement/FBHC Unit. The two lead officers work daily in locating suitable placements for youth pending group home, foster care, relative and or non-relative placements. In addition, the lead officers review all periodic reports, all disposition reports, all violation of probation reports, and all bench warrant requests submitted to the Court. Moreover, the lead officers cover meetings as needed for the Probation Services Manager (PSM) and oversee unit operation in the absence of the PSM.

The SB 163 Wraparound Program consists of three supervision officers. The officers work collaboratively with the two SB163 service providers, EMQ Families First and Mental Health Systems to ensure the participating youth and their families receive the appropriate levels of services, care, and supervision.

Local and out of county group home program are supervised by two case carrying officers. The two officers respectively average about 10 cases each. Regardless of the youth's placement, in county or somewhere in northern or southern California, the officers maintain monthly face to face contact with the youth on the respective caseloads. At times, the officers will travel 10-12 hour during the day to complete a contact.

The AB12 case carrying officer has the largest caseload in the unit, averaging about 20 cases. As mentioned, this population has increased to encompass about 20-25% of the unit caseloads. The supervising officer maintains a busy monthly schedule traveling throughout the state along with travels to the state of Arizona and Colorado.

Lastly, the FBHC caseloads, which also includes placement cases, consists of two case carrying officers. This past year the unit averaged two to three placement cases receiving FBHC services. FBHC is unique within itself in that it involves collaborative treating agencies working closely with youth who have been diagnosed with a mental health condition. For the placement cases to be receiving FBHC services, the youth must remain in the home of the parent and or family member.

STAKEHOLDERS PARTICIPATION

Child Welfare

The implementation of the CAPP practice model is not properly achieved if it does not include community input, consultation and participation. It is expected that at all stages that the community is involved. The role of the “Key Advisers” is to allow Child Welfare leadership to review goals, strategies and progress with specific individuals representing the various sectors of the community. Engagement with Tribal partners is integral to the proper implementation of the practice model. Fresno County Child Welfare Managers and other staff have been meeting with Native American partners for monthly “Listening Sessions” to insure that items specific to Native families are included in the implementation of the practice model as well as building the department’s capacity to respond to unique needs.

A unique aspect of the CAPP work is the inclusion of the community in the assessment of the fidelity of the department’s work to the key aspects of the practice. Every CAPP trained worker will have an interaction with a family team observed every six month. The observation team consists of a CAPP coach who has been involved in the training and coaching of the practice and a community member. Community members include persons of various ethnicities, experiences and perspectives. Included are Parent Partners, cultural brokers, substitute care providers, community representatives, Tribal partners, community reps (a person who has that role in a Team Decision Making meeting) and CASA workers. The process of observation not only helps to measure fidelity but it also provides a continuous voice into practice enhancements from a breadth of perspectives.

Probation Department

Group Home Advisories

During 2013, the department hosted quarterly Group Home Advisory Meetings for local service providers on March 20th, June 20th, September 20th, and December 11th. Presenters for this year’s meetings included the Probation Department, the Department of Social Services, the Fresno County Office of Education, the Fresno Unified School District, the Fresno Police Department, the Public Health Nurse, Community Care Licensing, and the National Alliance of Mental Illness are just to name a few. The advisories provided information related to community based services for our foster youth and promoted open lines of communication between service providers and treating agencies. The advisory further informed service providers on new foster care requirements as described by the state and federal government.

Central California Placement Committee

On December 10, 2013, the probation department hosted the Central California Placement Committee (CCPC). Seven counties were in attendance which included Fresno, Madera, Merced, Tulare, Kern, San Luis Obispo, and Ventura counties. Community Care Licensing and Fresno DSS representatives were also in attendance. The discussions included upcoming foster care trainings, Probation Advisory Committees, CWS/CMS, recently released ACL’s, AB12-Extended Foster Care, NYTD mandates, and challenges other counties were facing in their respective jurisdictions. CCPC’s will continue in 2014 and are tentatively scheduled for March, June, September, and December.

Access to Higher Education Event

For the last several years, the probation department has been involved with the annual Access to Higher Education event which was held on October 5, 2013. The overall mission statement of the event is to provide foster youth resources, guidance, and a roadmap to higher education. This includes the A thru G requirements, assistance with the application and enrollment process to colleges and universities, information on financial aid, and many other educational services afforded to foster youth. This year’s event had close to 200 foster youth in attendance with BMX celeb Tony Hoffman being the keynote speaker.

Interagency Resource Placement Committee (IRPC)

The Placement Supervisor sits on the IRPC along with Children's Mental Health, Department of Social Services, and the Fresno County Office of Education. The committee meets the first and third Thursday of every month at the Juvenile Probation Office to screen and review eligible cases for SB 163 Wraparound Services. The committee not only determines if the case meets the requirements for SB163 services, but also determines if the case is appropriate for services.

From the Group Home Advisory Meetings, to the CCPC's, to the IRPC, the goal of every meeting and or committee is to provide the best level of service to foster youth and their families in hopes of establishing reunification, a permanent plan, and an increase in successful outcomes. With Extended Foster Care services entering into its third year, independent living services and programs have also come to the forefront.

Parent(s)/Guardian(s) Stakeholders

Due to staff transition over the last year, the department has been limited with parent stakeholder participation, engagement, and feedback. However, the department plans on seeking parent/guardian engagement during the County Self Assessment (CSA) in 2014 and yearly thereafter.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Child Welfare

What follows is Fresno County's data related to current performance in the outcome measures related to the selected SIP improvement goals along with other outcome measures included in the four Composite Scores:

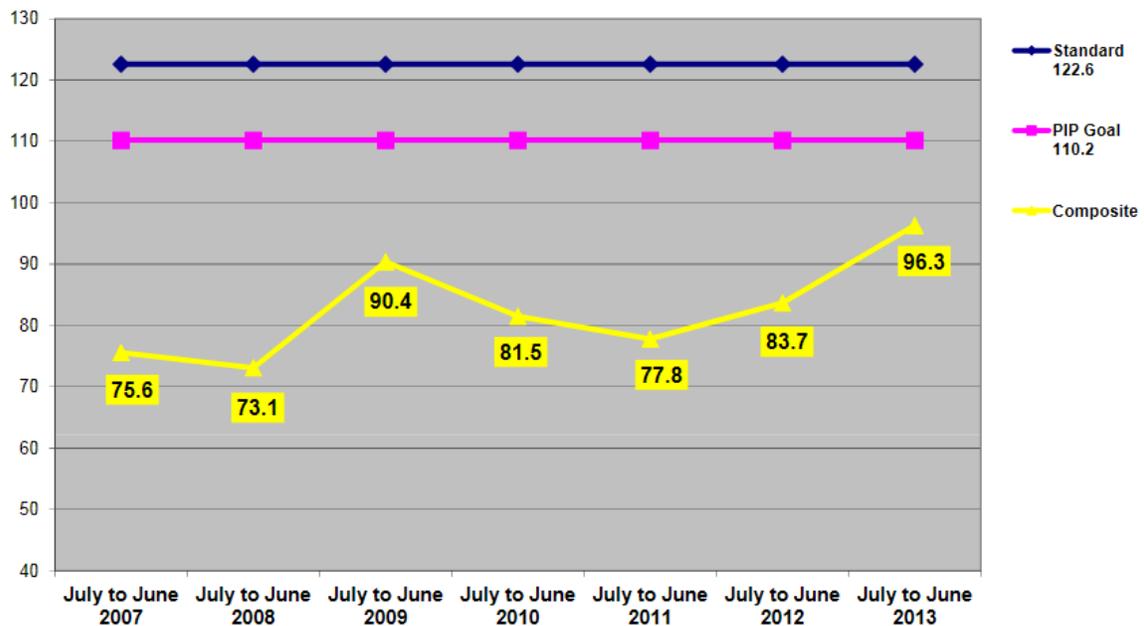
- C1 Reunification Composite
- C2 Adoption Composite
- C3 Long Term Care Composite
- C4 Placement Stability Composite

CDSS authorizes IBM to download an extract of the data from CWS/CMS and sends it to UC Berkeley for processing approximately one month after the last date for which data are reported in a given extract. For example the Q4 Data extract is published April 1st and includes data through the previous December 31st. This data is extracted and sent at the beginning of February. This means that at times there will be some amount of data input for an activity prior to December 31st that has not yet occurred and to that extent the data will not reflect the true (though, as yet, unrecorded) experience of children and families which is the core value of the data.

Additionally there are parameters in some measures where the recording is more complex and by design does not allow for an immediate reflection of an eventual outcome in the data. An example of this is the timing of reunification. A child whose placement was closed with the reason "Child Returned Home for Trial Visit" will have the date of that event be the end marker for the calculation for Time to Reunification. However the status of "reunified" is not completed and therefore not counted until the placement episode is ended with the reason "Reunified with to Parent/Guardian Court." This typically would occur in a court hearing no sooner than 60 days after the placement was ended with the trial visit and in extreme cases more than 6 months later. This means that numerous reunifications that would be a part of the most recent time frame will not yet be officially reflected in that extraction of the data. They potentially might not even be included in the next quarter's data extract (3 months later) if it takes an extended time for the family to be in a place where the court is ready to grant that the reunification has been completed.

The implication of the realities surrounding the timing of data recording, extraction and publication, is that there needs to be some caution in analyzing numbers from the more recent timeframes. This can be difficult as there is an understandable desire to be able to see what is happening "right now."

C1 Composite: Timely Reunification (PIP Goal: 110.2 Standard: 122.6)



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is: C1.1: 22%, C1.2: 21%, C1.3: 12% & C1.4: 46% -Q2 2013 data extract

Measure Description	Time Frame	Number	Current Rate
C1.1 Reunification Within 12 Months (Exit Cohort)	07/01/12-06/30/13	158/345	45.8%
C1.2 Median Time To Reunification (Exit Cohort)	07/01/12-06/30/13	345	12.8 Months
C1.3 Reunification Within 12 Months (Entry Cohort)	01/01/12-06/30/12	89/317	28.1%
C1.4 Reentry Following Reunification (Exit Cohort)	07/01/11-06/30/12	56/670	8.4%

Timely Reunification is included as an Outcome targeted by SIP Strategies because of the above data that indicates performance below the PIP Goal. While the Composite score remains below the Goal of 110.2, the trajectory is generally upward and is higher than at any time since the Q2 2009 SIP benchmark timeframe, even after an early downward trend.

The C1.1 and C1.2 data sets are inherently weak as a measure of desired results related to timely reunification. There are two major flaws. The first is that they measure only the reunification of children in care for eight or more days. Children who are initially removed but are able to be returned with an intervention that does not include dependency proceedings are not included. A jurisdiction that does not regularly utilize such up front efforts but then are able to reunify these children weeks or months later will appear to be "doing better" than one that enables children to return very quickly.

C1.1 Reunification Within 12 Months (Exit Cohort)							
Exits to reunification during the year: Reunified in less than 12 months							
Selected Subset: Number of Days in Care: 1 day or more							
Fresno	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
Rate	72.6%	68.2%	67.8%	62.9%	54.7%	59.3%	72.4%
Reunification in 7 days or less	415	331	373	357	273	249	332
Reunification in more than 8 days but less than 12 Months	88	85	138	122	146	148	158
Reunification in greater than or equal to 12 Months	190	194	243	283	347	273	187
Total	693	610	754	762	766	670	677

If those “up front” reunification experiences are included in the data the reunification rates increase by 58%. ((72.4% - 45.8%)/45.8%) It is interesting to note that Measure **C1.4 Reentry Following Reunification (Exit Cohort)** includes reunifications for all lengths of stay and not just eight days or more.

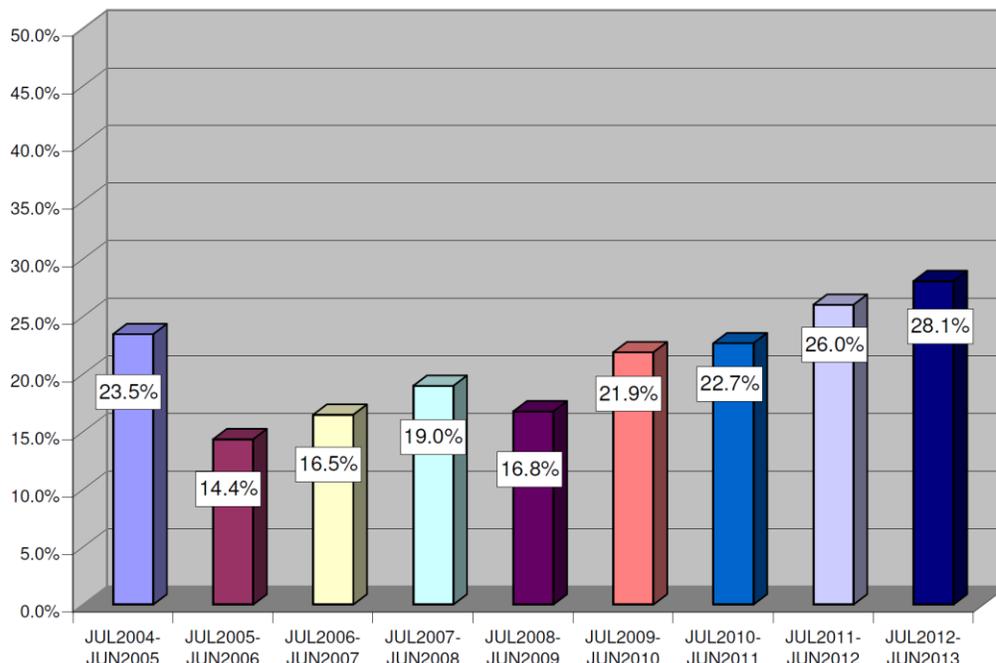
Secondly as an “exit cohort” C1.1 and C1.2 include reunifications that happen years after the initial reunification efforts were unsuccessful. In the timeline of reunification if it is occurring in the second year of reunification efforts it is appropriate to consider that it was untimely in the continuum. However when reunification was not successful in the initial two years and often the Service Component has changed to Permanency Planning some youth struggle to find stability and permanency within another family. Secondary efforts are then made to reengage the parents and that can lead to a “second chance” reunification. Those results then add to the “untimely” numbers even though that result can be dramatically positive for the children. This occurs in Fresno frequently enough to distort the data. The following chart utilizes information from SafeMeasures (Extract Date 11/1/13) to identify the timeframes for reunification past 24 months of children in care for eight or more days:

C1.1 Reunification Within 12 Months (Exit Cohort)	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
Rate of Those Reunified in More Than 12 Months Being 24 Months or Longer	27.3%	24.7%	12.1%
Reunification in greater than or equal to 24 Months but less than 36 Months	40	39	9
Reunification in greater than or equal to 36 Months	45	30	16
Total Reunified in More Than 12 Months	348	279	207

In the last three years 21% of children in an exit cohort of those in care for eight or more days are in a timeframe consistent with a “second chance” reunification.

As an entry cohort **C1.3 Reunification Within 12 Months** is clearer in describing the timeliness of reunification and is used as the data element for the first **Selected SIP Outcomes Targeted for Improvement**. While still short of the goal of 48.4%, increases have been steady and significant for the last four years.

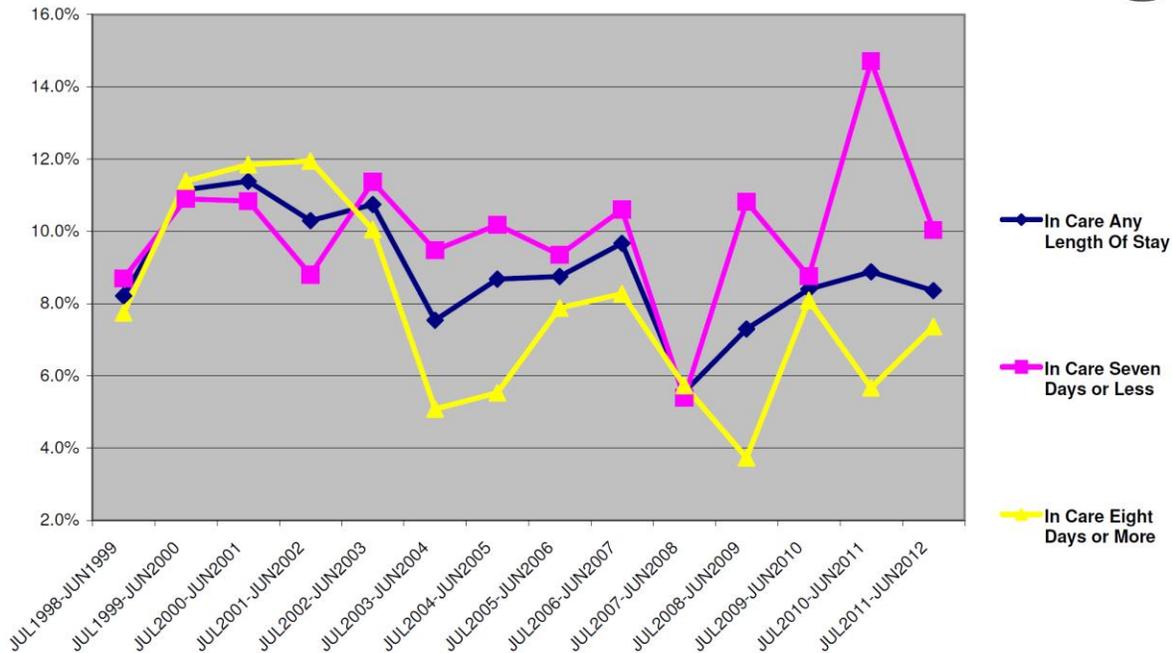
C1.3 Reunification Within 12 Months (Entry Cohort) (Goal: greater than or equal to 48.4%)



This measure computes the % of children reunified within 12 months of removal for a cohort of children 1st entering foster care. The entry cohort is comprised of children entering foster care for the first time during a 6-month period-Q2 2013 data extract

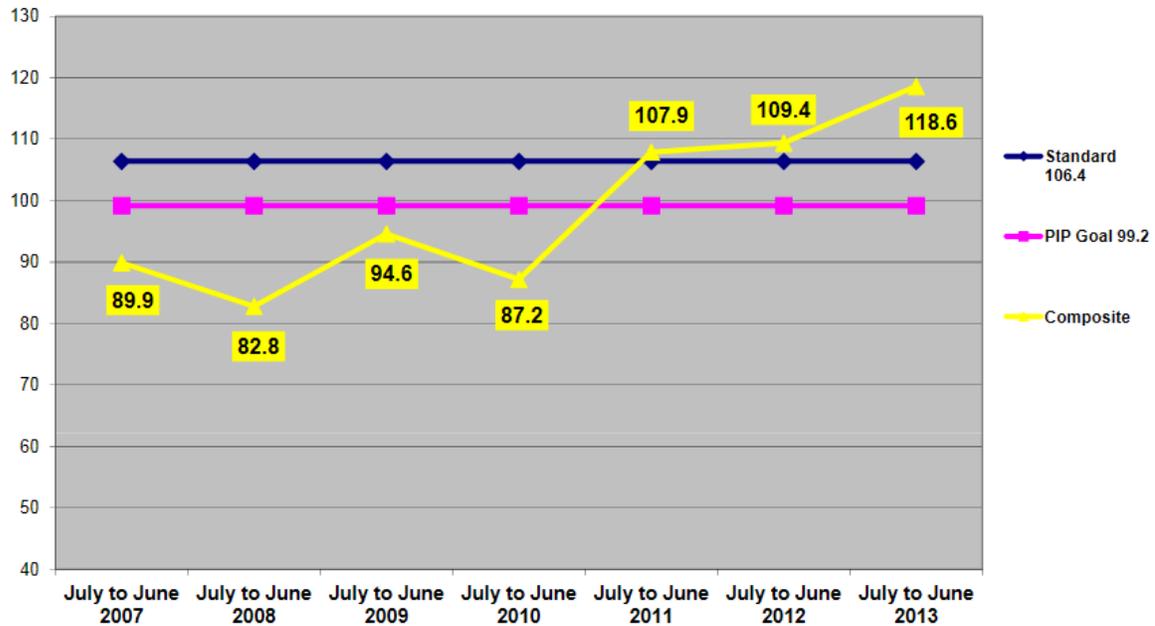
While **C1.4 Reentry Following Reunification (Exit Cohort)** looks at all lengths of stay it is possible using the Berkeley Data to disaggregate the two (eight days or more; seven days or less.) Not surprisingly those who have not gone through lengthy reunification services return at a higher rate but mostly near or below the 10% target. Continued monitoring will watch for an upward trend over 10%.

C1.4 Reentry Following Reunification (Exit Cohort) (Goal: less than or equal to 9.9%)



This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge out of the total number of children who exited foster care to reunification (in both seven days or less and eight days or more) in a 12 month period-Q2 2013 data extract

C2 Composite: Timely Adoption (PIP Goal: 99.2 Standard: 106.4)



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is: C2.1: 15%, C2.2: 19%, C2.3: 22%, 2.4: 18% & C2.5: 26%-Q2 2013 data extract

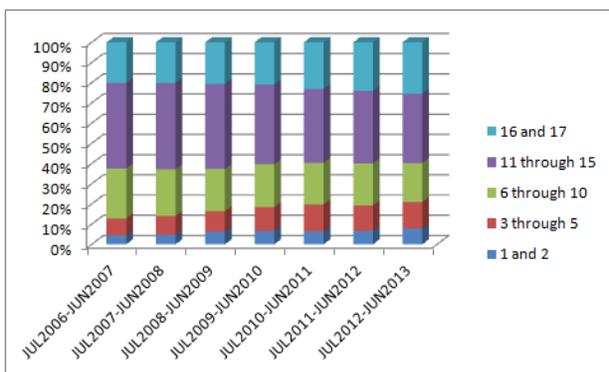
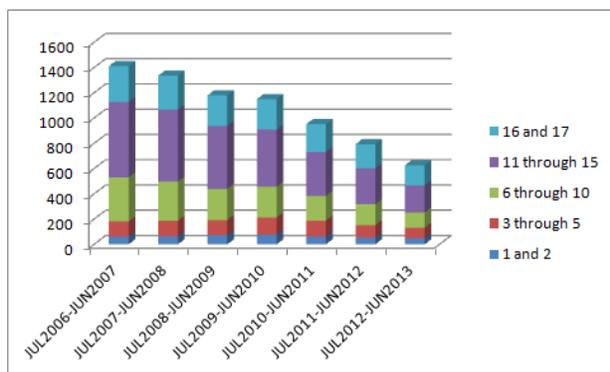
Measure Description	Time Frame	Number	Current Rate
C2.1 Adoption Within 24 Months (Exit Cohort)	07/01/12-06/30/13	62/185	33.5%
C2.2 Median Time To Adoption (Exit Cohort)	07/01/12-06/30/13	185	28.3 Months
C2.3 Adoption Within 12 Months(17 Months In Care)	07/01/12-06/30/13	124/630	19.7%
C2.4 Legally Free Within 6 Months(17 Months In Care)	07/01/12-12/31/12	36/481	7.5%
C2.5 Adoption Within 12 Months(Legally Free)	07/01/11-06/30/12	128/176	72.7%

The Adoption Composite at the Q2 2009 SIP benchmark timeframe was below the PIP Goal and went above that not only the Goal but the Standard in 2011. Since 2011 it has risen and stayed well above the Standard. As with reunification the drawbacks of utilizing exit cohorts exist. Successful work to find and achieve adoption for "hard to adopt" and/or "older" youth will not be timely but is extremely valuable in the lives of the children who overcome the "barriers" to adoption.

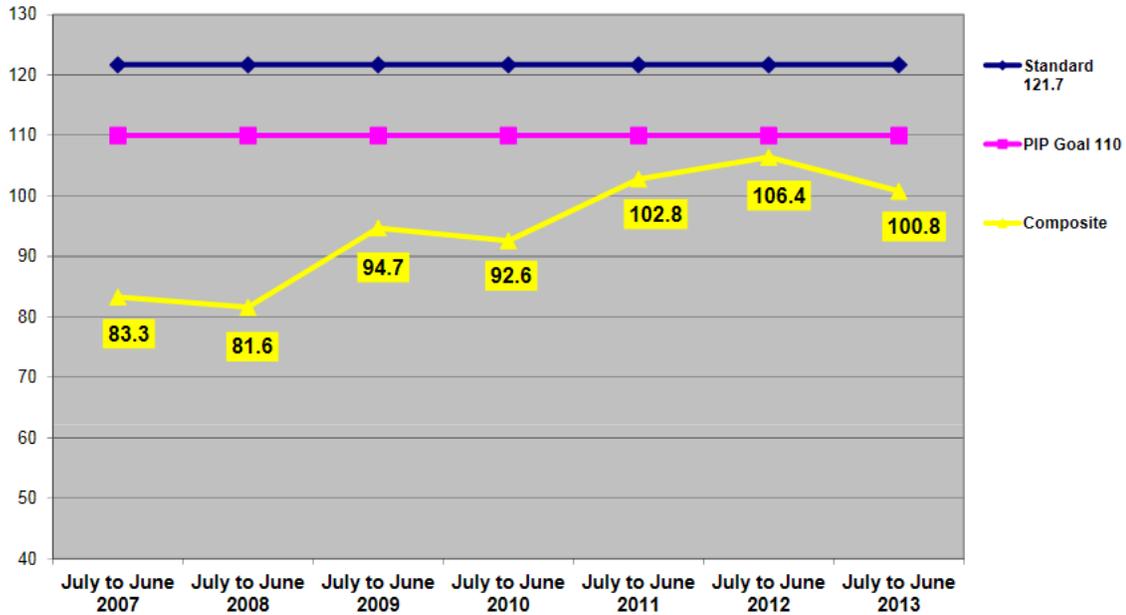
C2.3 Adoption Within 12 Months (17 Months In Care)							
In care on the first day of the year (17 months or longer): Adopted by the end of the year							
Adopted Yes or No	JUL2006-JUN2007	JUL2007-JUN2008	JUL2008-JUN2009	JUL2009-JUN2010	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013
Rate	9.0%	10.3%	10.8%	14.8%	17.1%	22.2%	19.7%
Adopted by last day of the year	127	138	127	170	163	177	124
Not adopted by last day of the year	1,286	1,200	1,053	982	791	619	506
Total	1,413	1,338	1,180	1,152	954	796	630

C2.3 Adoption Within 12 Months (17 Months In Care) is, as a set number in place at the beginning of a period, similar to an entry cohort and therefore the better measure of performance.

When considering the population of children in care at the beginning of a timeframe who have been in care for 17 months or more at that point you have a representation of the most likely candidates for adoption. As the number of children in care decreases each year so does this population. The age distribution for these children below shows that the decrease in the number of children 6 and older is more significant than those who are younger. It is only in the last two years that the number of children 5 and under has decreased significantly. It is improvement then to have the number of children adopted then remain generally steady while the population of candidates is decreasing. Adoption is not a preferred outcome for all cultures or families. Improved work with Native American families and their Tribal representatives would understandably move the goal away from traditional adoption to other options including "Tribal Customary Adoption." Engaged work with extended families may also find options other than adoption to be preferable in that family substitute care providers are more likely to be interested in honoring and/or preserving the mother/father identities of the birth parents.



C3 Composite: Permanency (PIP Goal: 110 Standard: 121.7)



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is : C3.1: 33%, C3.2: 25%, C3.3: 42%-Q2 2013 data extract

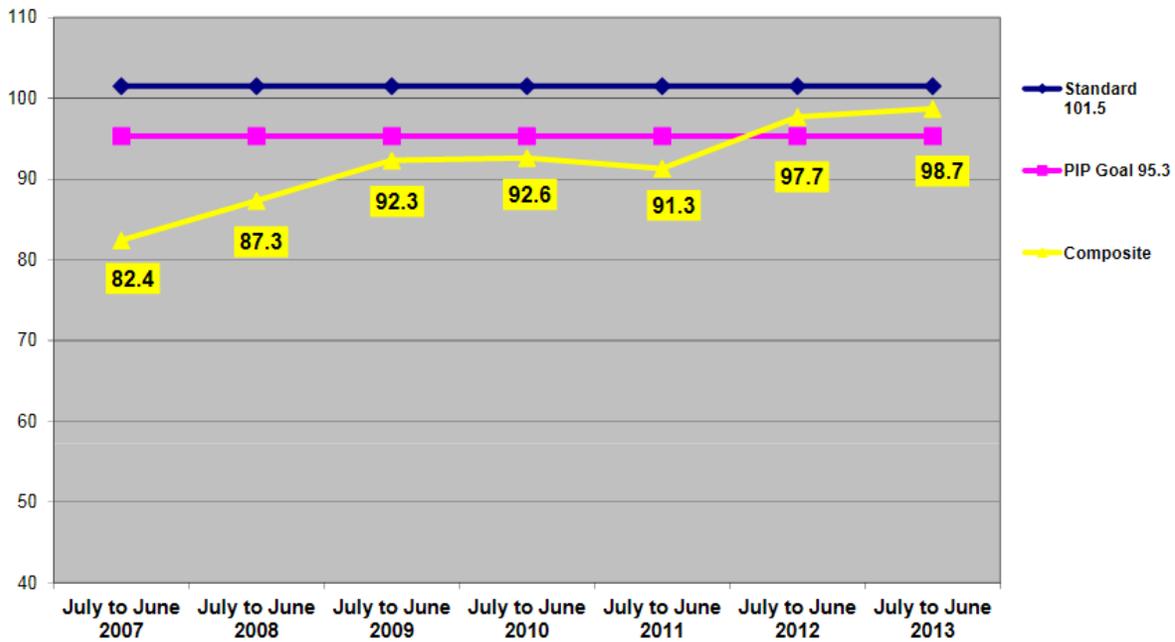
Measure Description	Time Frame	Number	Current Rate
C3.1 Exits To Permanency (24 Months In Care)	07/01/12-06/30/13	146/580	25.2%
C3.2 Exits To Permanency (Legally Free At Exit)	07/01/12-06/30/13	189/194	97.4%
C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)	07/01/12-06/30/13	78/115	67.8%

Permanency is included as an Outcome targeted by SIP Strategies because of the above data that indicates Composite Performance was 94.7 at the time of the SIP (2009.) It is now closer to the PIP Goal but has receded in the most recent year.

C3.1 Exits To Permanency (24 Months In Care) is used as the data element for the second **Selected SIP Outcomes Targeted for Improvement.**

AB12 may have an impact on the data related to **C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)** as the advantages of remaining in extended care will become a disincentive to pursuing a dismissal of dependency. This is likely to be a stronger consideration for youth who have been in care for more than a few years although it can apply to those recently entering into care as well. Those who turn 18 in care will be more likely to have been in care for 3 or more years.

C4 Composite: Placement Stability (PIP Goal: 95.3 Standard: 101.5)



The composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weight of each element of this domain is: C4.1: 33%, C4.2: 34%, C4.3: 33%-Q2 2013 data extract

Measure Description	Time Frame	Number	Current Rate
C4.1 Placement Stability (8 Days To 12 Months In)	07/01/12-06/30/13	719/832	86.4%
C4.2 Placement Stability (12 To 24 Months In Care)	07/01/12-06/30/13	451/628	71.8%
C4.3 Placement Stability (At Least 24 Months In)	07/01/12-06/30/13	215/789	27.2%

Performance in this Composite has risen above the PIP Goal when, at the time of the SIP (2009,) it was below that Goal. The overall improvement is largely due to significant improvements in **C4.1 Placement Stability (8 Days To 12 Months In.)** The performance in **C4.2 Placement Stability (12 To 24 Months In Care)** ties directly to the previous year's performance in C4.1 and it can be reasonably expected that the 07/01/13-06/30/14 performance will reflect this year's C4.1 improvement just as the 07/01/12-06/30/13 performance reflects last year's C4.1 improvement. **C4.3 Placement Stability (At Least 24 Months In)** is less likely to show improvement as those from the 574 (789 minus 215) with three or more placements who remain (due to AB12 more will remain) have no mechanism to be redesignated as stable even if their last placement move was years ago.

Selected SIP Outcomes Targeted for Improvement:

Measure C1.3 Reunification within 12 months (entry cohort)

C1.3 Reunification Within 12 months (6-Month Entry Cohort)							
Entries during 6-month period: Exit status at 12 months							
Selected Subset: Episode Count: First Entry							
Selected Subset: Number of Days in Care: 8 days or more							
Exit Type	JAN2006- JUN2006	JAN2007- JUN2007	JAN2008- JUN2008	JAN2009- JUN2009	JAN2010- JUN2010	JAN2011- JUN2011	JAN2012- JUN2012
Reunified	29	60	56	67	66	70	89
Adopted	2	1	4	1	4	4	6
Guardianship	1	1	0	0	0	4	5
Emancipated	2	3	5	3	3	2	1
Other	5	10	4	2	3	4	5
Still in Care	137	241	265	233	215	185	211
Total	176	316	334	306	291	269	317
Rate	16.5%	19.0%	16.8%	21.9%	22.7%	26.0%	28.1%

Performance in this measure has risen from where it was at the time of the SIP (Quarter 2, 2009) at which time the rate had risen to 21.9%. It has risen steadily for four straight years (including the year prior to the SIP) and is now 28% higher than Q2 2009 at 28.1%. The numbers and therefore rates of other non emancipation exits have also increased and thus the rate of Still in Care has also dropped. For January 2009 to June 2009 it was 76.1% (233/306) and now for January 2012 to June 2012 it was 66.6% (211/317.) In a social environment where unemployment and poverty continue to be significant barriers for families and where substance abuse and its associated legal problems take parents out of families, these improvements in the timely keeping of families together or building new ones in are significant. The realistic presumption is that the respectful and more open engagement with families and building their circles of support has shown some early signs of success. The CAPP Fidelity Assessments are in place to quantify the extent that this engagement is occurring with the families and their supports.

Measure C3.1 Exits to permanency (24 months in care)

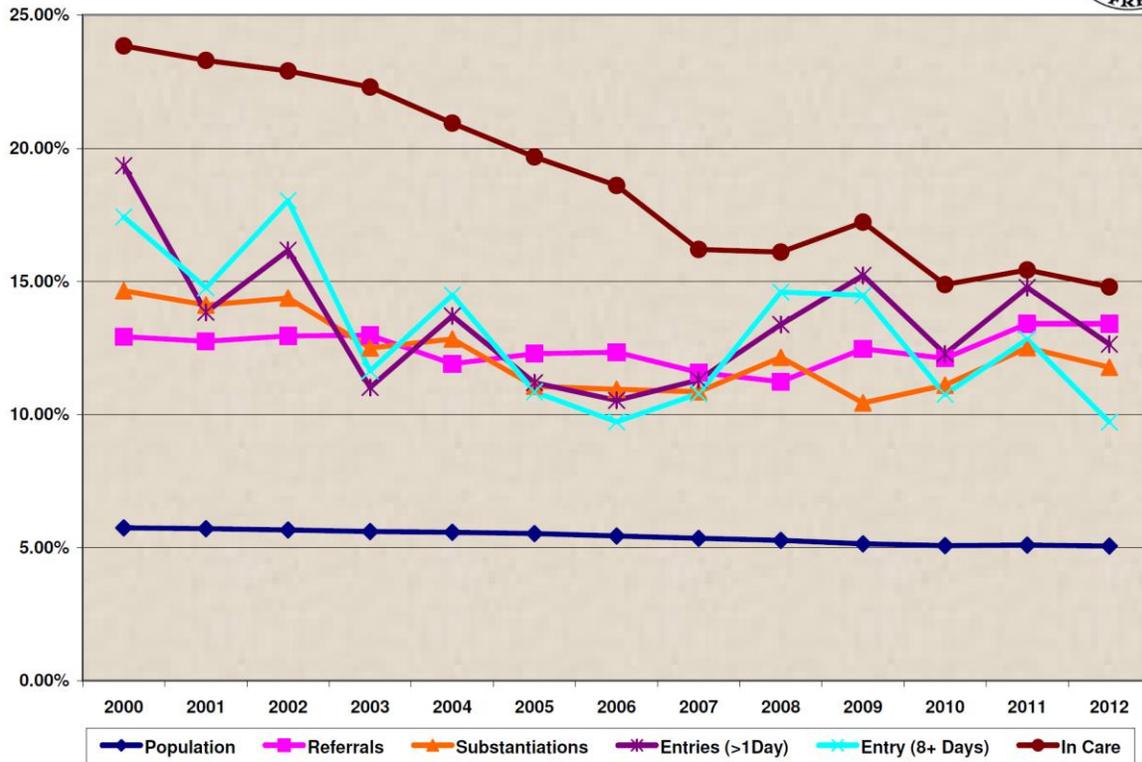
C3.1 Exits To Permanency (24 Months In Care)							
In care on the first day of the year (24 months or longer): Exit to permanency by the end of the year and before age 18							
	JUL2006- JUN2007	JUL2007- JUN2008	JUL2008- JUN2009	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
Rate	12.5%	13.5%	16.3%	22.6%	26.6%	28.9%	25.2%
Exited to reunification by end of year and before age 18	47	42	38	60	71	38	20
Exited to adoption by end of year and before age 18	96	108	84	136	122	122	80
Exited to guardianship by end of year and before age 18	18	13	56	45	57	52	46
Exited to non-permanency by end of year	100	102	91	91	77	37	31
Still in care	1,030	942	822	734	613	484	403
Total	1,291	1,207	1,091	1,066	940	733	580

Performance in this measure has risen from where it was at the time of the SIP (Q2 2009) at which time the rate was 16.3%. It rose significantly in the first year and has stayed generally at that level and is now 55% higher at 25.2%. The number of children in care at the beginning of the period (the denominator in the equation) has decreased significantly every year and is now only 53% what it was July 1, 2008. Even with this decreased base, the numbers going to Guardianship and Adoption are somewhat steady. The number of youth reunifying from this population has reduced commensurately. For those who were 17 to begin the period the number of youth categorized as having Exits to Non Permanence dropped from 79 in 08/09 to 24 in 12/13. (A small number of youth under 17 also exited to Non Permanence thus making the difference between these numbers and the numbers on the chart above.) This number will include those who turned 18 and subsequently exited for any reason. The number of youth in this data group over 17 categorized as being Still in Care increased from 35 in 08/09 to 57 in 12/13. In the past those still in care at 18 would exit upon completion of high school or whatever other reason that justified their stay in care. This was likely to occur within less than a year. With AB12 it is more likely that they will stay in care for much longer, up to three years.

Disproportionality

Representation of Black Children in Fresno's Child Welfare System 2000 to 2012

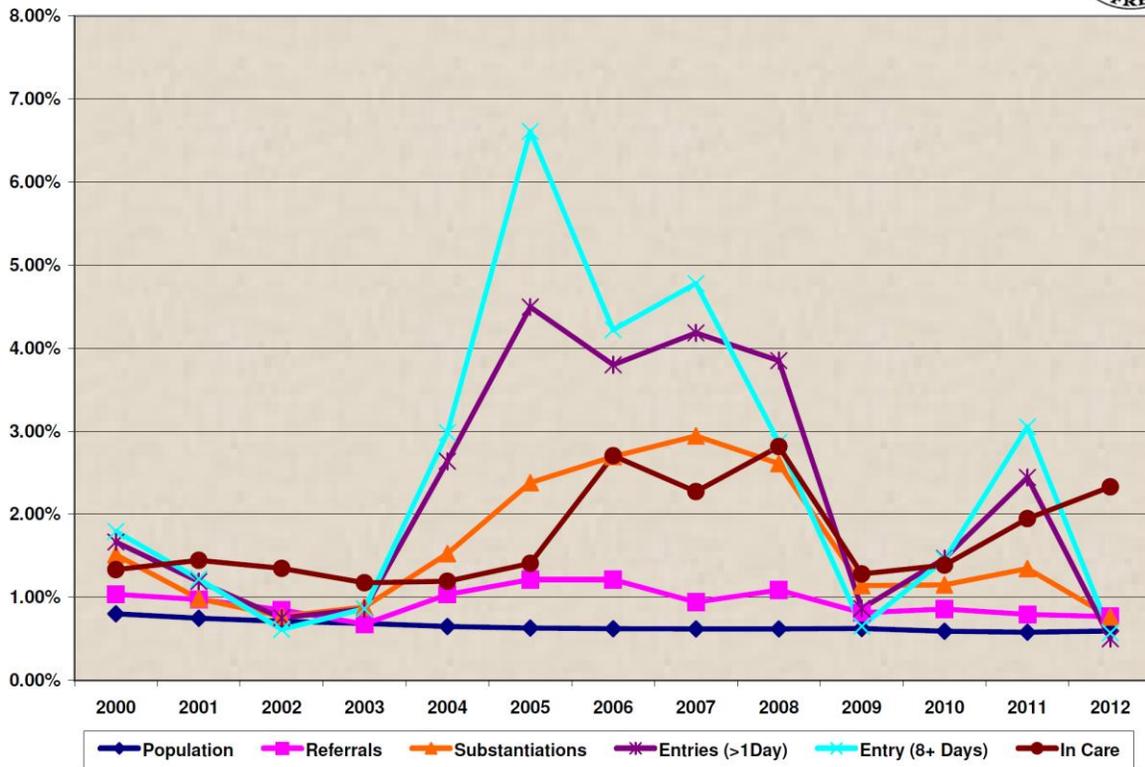
(Q4 2012 Extract), from UC Berkeley Center for Social Services Research <http://cssr.berkeley.edu/ucb_childwelfare>



The representation of Black children in referrals, substantiations, entries and in care remain at a higher rates than their representation in the overall population. The clearest progress is in the in care rate, although that decrease appears to have leveled off after a slight rise in the SIP year. It is important to understand that this is in the context of a significant overall reduction of children in care and indicates that the reductions are including black children in greater numbers that otherwise would have left their representation flat. Entries of eight days or more is fluctuating in a generally downward trend most notably after the 2008 and 2009 increase but it would appear that gains have been difficult to sustain at any rate more than 10%, the participation more than doubles the rate in the population at large.

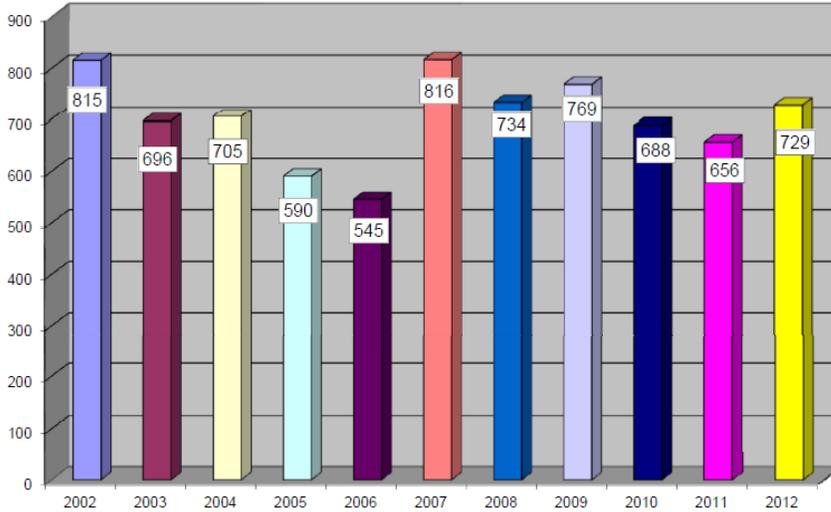
Representation of Native American Children in Fresno's Child Welfare System 2000 to 2012

(Q4 2012 Extract), from UC Berkeley Center for Social Services Research <http://cssr.berkeley.edu/ucb_childwelfare>



The representation of Native American children in referrals, substantiations, entries and in care remain at slightly higher rates than their representation in the overall population. The bubble that is observed from 2004 to 2008 most likely is attributable to overcompensation in the identification of Native American racial identity to include almost all children who had any Native ancestry irrespective of their own identification or cultural practice. In 2009 there was a “data clean up” that could not affect closed referrals and cases and there could be some overcompensation in the current data as well. In spite of that it can be safely assumed that there is some overrepresentation of Native American children at most points within the system and a need for an increased attention to the details of compliance with ICWA law related to placement as well as support for the cultural and tribal engagement with the child and family.

Number of entries of children into Foster Care each year in Fresno County (and stayed 8 days or longer)

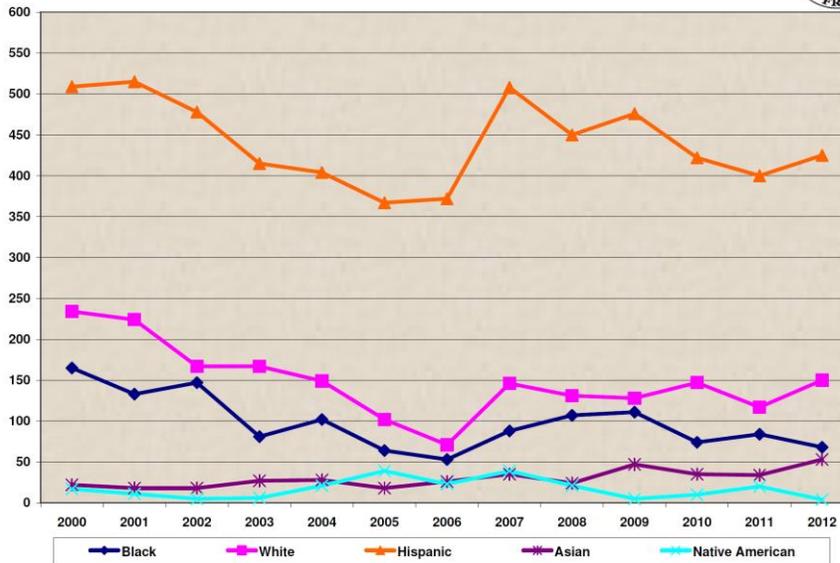


The Entry Number is the unduplicated count of children entering foster care and staying 8 days or more. This number looks at all entries to foster care. Both children first entering care and reentering care are included. Q2 2013 data extract

The numbers of children entering into care and staying for 8 days or more had been decreasing since 2009 but went up, although not to the same level, in 2012. In looking at the ethnic representation within those numbers while the number of Black children did not decrease like for Hispanic and White children in 2011 they did go down in 2012 while they went up for the other groups. It is too early to draw hard conclusions about the amount of progress that these numbers indicate. The trend is in the right direction but it may take a number of years to continue and sustain such a trend.

Number of Children by Ethnicity in Fresno's Child Welfare System 2000 to 2012 with an Entry Into Care (8 days <)

(Q4 2012 Extract, from UC Berkeley Center for Social Services Research <http://cssr.berkeley.edu/ucb_childwelfare>)



**Probation Department
Internal Data**

As of November 30, 2013, the department had 71 cases with out of home placement orders pursuant to the Welfare and Institutions Code Section 727(a) or under case management supervision pursuant to Welfare and Institutions Code Section 450. Identification of current placement cases is as follows: Minors in custody pending suitable placement- 3; Minors in custody serving a custodial commitment- 15; Minors in Fresno County Group Homes- 12; Minors in out of County Group Homes- 8; Minors in Foster Homes- 1; Minors in Juvenile Hall pending a hearing- 1; Minors in SB 163 Wraparound- 6; Non-Minor Dependents/AB12- 19; Minors in Family Behavioral Health Court (FBHC)- 2; and Minors on warrant status- 4.

* FBHC is a voluntary program for youth involved with the juvenile justice system who have an indetified mental health condition. The goal of the FBHC is to assist the youth and their families to attain appropriate treatment. Due to the complexities of the mental health conditions exhibited by a relatively small contingent of youth participating in the FBHC, out of home placement orders are made adjunct to provided mental health services to address the safety of the youth or the youth’s family with a goal of reunification upon successful stabilization.

**UNIVERSITY OF CALIFORNIA, BERKELEY QUARTERLY EXTRACTS FROM CWS/CMS
Population Data**

Probation supervised children in foster care, point-in-time data for October 1, 2013 by age group and ethnicity

Age Group	Ethnic Group						
	Black	White	Latino	Asian	Native American	Missing	Total
	n	n	n	n	n	n	n
11-15	5	4	5	0	0	0	14
16-17	3	3	20	1	1	0	28
18-20	7	6	11	2	0	0	26
Missing	0	0	0	0	0	0	0
Total	15	13	36	3	1	0	68

Probation supervised children in foster care, point-in-time data for October 1, 2013 by placement type

Placement Type	# of youth
Kin	2
FFA	4
Court Specified Home	19
Group	19
Guardian – Other	2
Runaway	5
Trial Home Visit	1
SILP	15
Other	1
Total	68

C1.1 Reunification Within 12 Months (Exit Cohort) - Exits to reunification during the year: Reunified in less than 12 month

This measure computes the percentage of children discharged to reunification within 12 months of removal. The denominator is the total number of children who exited foster care to reunification during the specified year; the numerator is the count of exiting children who were reunified in less than 12 months. This measure contributes to the first permanency composite.

C1.1 Reunification Within 12 Months (Exit Cohort)							
July 1, 2012 – June 30, 2013	Ethnic Group						
	Black	White	Latino	Asian	Native American	Missing	Total
	n	n	n	n	n	n	n
Reunified in less than 12 months	0	1	0	0	0	0	1
Reunified in 12 months or more	1	2	4	0	0	0	7
Total	1	3	4	0	0	0	8

C1.3 Reunification Within 12 Months (Entry Cohort) - Entries during 6-month period: Exit status at 6 months

This measure computes the percentage of children reunified within 12 months of removal for a cohort of children first entering foster care. The entry cohort is comprised of children entering foster care for the first time during a 6-month period. This measure contributes to the first permanency composite.

C1.3 Reunification Within 12 Months (Entry Cohort)							
January 1, 2012 – June 30, 2012	Ethnic Group						
	Black	White	Latino	Asian	Native American	Missing	Total
	n	n	n	n	n	n	n
Reunified	0	0	0	0	0	0	0
Adopted	0	0	0	0	0	0	0
Guardianship	0	0	0	0	0	0	0
Emancipated	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Still in care	1	1	4	0	0	0	6
Total	1	1	4	0	0	0	6

C4.1: Placement Stability (8 Days To 12 Months In Care)

This measure computes the percentage of children with two or fewer placements in foster care for 8 days or more, but less than 12 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 8 days but less than 12 months; the numerator is the count of these children with two or fewer placements. This measure contributes to the fourth permanency composite.

C4.1: Placement Stability (8 Days To 12 Months In Care)							
July 1, 2012 – June 30, 2013	Ethnic Group						Total
	Black	White	Latino	Asian	Nat American	Missing	
	n	n	n	n	n	n	n
<=2 placements	5	11	6	0	0	0	22
>2 placements	0	1	1	0	0	0	2
Total	5	12	7	0	0	0	24

C4.2: Placement Stability (12 To 24 Months In Care)

This measure computes the percentage of children with two or fewer placements in foster care for at least 12 months, but less than 24 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 12 months and less than 24 months; the numerator is the count of these children with two or fewer placements. In reports for California or an individual county, those not included in the numerator--those who have had more than two placements--are divided into two groups: '>2 placements (prior)' indicates that all placements started prior to the beginning of the analysis year. '>2 placements (recent)' indicates that at least one of the placements started within the year. This measure contributes to the fourth permanency composite.

C4.2: Placement Stability (12 To 24 Months In Care)							
July 1, 2012 – June 30, 2013	Ethnic Group						Total
	Black	White	Latino	Asian	Native American	Missing	
	n	n	n	n	n	n	n
<=2 placements	2	2	8	0	0	0	12
>2 placements (prior)	1	0	1	0	0	0	2
>2 placements (recent)	6	3	8	0	0	0	17
Total	9	5	17	0	0	0	31

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

This measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or more; the numerator is the count of these children with two or fewer placements. In reports for California or an individual county, those not included in the numerator--those who have had more than two placements--are divided into two groups: '>2 placements (prior)' indicates that all placements started prior to the beginning of the analysis year. '>2 placements (recent)' indicates that at least one of the placements started within the year. This measure contributes to the fourth permanency composite.

C4.3: Placement Stability (At Least 24 Months In Care)							
July 1, 2012 – June 30, 2013	Ethnic Group						
	Black	White	Latino	Asian	Native American	Missing	Total
	n	n	n	n	n	n	n
<=2 placements	1	2	5	0	0	0	8
>2 placements (prior)	3	2	5	0	0	0	10
>2 placements (recent)	8	4	12	0	0	0	25
Total	12	8	22	1	0	0	43

Reunification:

Unsuccessful reunification within the 12 month period can be attributed to several mitigating factors. The primary factor is that most probation youth will not remain in the same program during a 12 consecutive month period. The youth either leaves the program and absconds supervision or the youth is terminated from the program for non-compliance, subsequently generating a violation of probation. A second attributing factor to low percentages of reunification is the fact that most sex offender treatment programs average 18 months excluding any AWOL's or violations of probation by the youth. And finally, there are those few cases where you have absent parents, guardians, and or relatives to reunify with, making placement stability and reunification efforts more difficult.

Placement Stability:

Anecdotal speculation for the cause of supervised probation youth in out of placement not successfully reunifying with family in the given timeframe is pure conjecture. Probation youth often have poor impulse control, inherent criminogenics resistant to conforming to the structured rules of out home providers, have a historical pattern of runaway behavior prior to out of home placement, routinely leave the out of home placement without permission to be with family, are lured into human trafficking, or develop ever increasing criminal sophistication. All of which, delay and/or prohibit reunification in a timely manner, as a result of violations of probation or new law violations. It is the hope improved utilization of CWS/CMS will provide more accurate statistical data whereby cause and effect for successful reunification of probation youth with family may be gleaned.

Child Welfare Priority Outcome Measure or Systemic Factor: Length of Time to Exit Foster Care to Reunification

National Standard:

Composite Score 122.6

- For C1.1 the National Standard rate is greater than 75.2%
- For C1.2 the National Standard median time for reunification is less than 5.4 months
- For C1.3 the National Standard rate is greater than 48.4%
- For C1.4 the National Standard rate is less than 9.9%

Current Performance:

- In Q2 2013 the Composite Score is 96.3
- In Q2 2013 the C1.1 rate is 45.8%
- In Q2 2013 the C1.2 median time for reunification is 12.8 months
- In Q2 2013 the C1.3 rate is 28.1%
- In Q2 2013 the C1.4 rate is 8.4%

Target Improvement Goal: Identified in the SIP of 2010: The 2010 SIP set a growth target of 5% for **Timely Reunification** and used the composite planner to achieve a composite score of 95 (the PIP Goal is 110.2) with targets as follows:

- For C1.1 the 134 children who reunified would need to increase to 154 (40.8%)
- For C1.2 the median time for reunification would need to reduce from 13.8 months to 13.0 months
- For C1.3 the 56 children who reunified would need to increase to 76 (22.6%)
- For C1.4 the 34 children who reentered care would need to increase to no more than 40 (6.5%)

The current data indicate that these target improvement goals have not only been achieved but exceeded.

- | | | | |
|-------------------------|--------------|----------|--------------|
| • Composite Score Goal: | 95.0 | Q2 2013: | 96.3 |
| • C1.1 Goal: | 40.8%. | Q2 2013: | 45.8%. |
| • C1.2 Goal: | 13.0 months. | Q2 2013: | 12.8 months. |
| • C1.3 Goal: | 22.6%. | Q2 2013: | 28.1%. |
| • C1.4 Goal: | 6.5%. | Q2 2013: | 8.4%. |

C1.4 Reentry has increased slightly more than anticipated but remains well below the standard; especially for those in care for 8 days or more (i.e. those who received court supervised FR services.) It is not unexpected that C1.4 would increase as C1.3 increases.

Child Welfare Priority Outcome Measure or Systemic Factor: Exits to Permanency

National Standard:

Composite Score 121.7

- For C3.1 the National Standard rate is greater than 29.1%
- For C3.2 the National Standard rate is greater than 98.0%
- For C3.3 the National Standard rate is less than 37.5%

Current Performance:

- In Q2 2013 the Composite Score is 100.8
- In Q2 2013 the C3.1 rate is 25.2%
- In Q2 2013 the C3.2 rate is 97.4%
- In Q2 2013 the C3.3 rate is 67.8%

Target Improvement Goal: Identified in the SIP of 2010: As to **Permanence** a growth target of 5% is determined using the composite planner to achieve a composite score of 99.9 (the PIP Goal is 110):

- For C3.1 the 179 children who exited to permanency would need to increase to 195. (18.1%)
- For C3.2 the 175 youth exited to permanency out of the cohort of 181 legally free youth is unlikely to change much due to the small number involved so for this exercise it will remain constant. (96.7%)
- For C3.3 the 105 youth who either emancipated or turned 18 while in care would need to decrease to 97. (58.8%)

The current data indicate that overall these target improvement goals have not only been achieved but exceeded.

- | | | | |
|--------------------------------|--------|----------|--------|
| • Composite Score Goal: | 99.9 | Q2 2013: | 100.8 |
| • C3.1 Goal: | 18.1%. | Q2 2013: | 25.2%. |
| • C3.2 Goal: | 96.7%. | Q2 2013: | 97.4%. |
| • C3.3 Goal: | 58.8%. | Q2 2013: | 67.8%. |

The C3.1 rate of exit to permanency increased not because of an increase in the numerator but because the numerator decreased in a much smaller proportion to the decrease of the denominator (the pool of those eligible to exit to permanency.) It is not unexpected that C3.3 would not decrease as the youth most likely to stay in care to access the benefits of AB12 as they turn 18 are those who had been in care longer.

Child Welfare Priority Outcome Measure or Systemic Factor: Racial Disproportionality

National Standard:

No specific standards are identified per se however it is expected that the representation of a particular ethnic group would most appropriately mirror the representation of that group in the overall county child population

Current Performance:

- Substantiated Referrals:
2012 Rate (Q4 2012 Extract): 11.78%
- Entry Into Care:
2012 Rate (Q4 2012 Extract): 12.64%
- Continuing In Care (Point In Time):
2012 Rate (Q4 2012 Extract): 14.79%

Target Improvement Goal:

As to **Racial Disproportionality** data, the goal is to continue the trend for black children towards lower representation in substantiated referrals, entry into care and continuing in care along with other disparate outcomes as they are identified. The results to this point are modest and mixed. Substantiations and Entries are slightly up and in Care is down.

- Substantiated Referrals:
2008 Rate (Q2 2009 Extract): 11.55%
2012 Rate (Q4 2012 Extract): 11.78%
SIP Goal Rate (15% reduction) 9.82%
- Entry Into Care:
2008 Rate (Q2 2009 Extract): 11.58%
2012 Rate (Q4 2012 Extract): 12.64%
SIP Goal Rate (15% reduction) 9.84%
- Continuing In Care (Point In Time):
2008 Rate (Q2 2009 Extract): 15.76%
2012 Rate (Q4 2012 Extract): 14.79%
SIP Goal Rate (15% reduction) 13.40%

Probation Priority Outcome Measure or Systemic Factor: Placement Stability

National Standard:

Composite Score 101.5

For C4.1 the National Standard placement stability (8 days to 12 months in care) = 86.0%

For C4.2 the National Standard placement stability (12 to 24 months in care) = 65.4

For C4.3 the National Standard placement stability (At least 24 months in care) = 41.8%

Current Performance:

In Q2 2013 the Composite Score is not available

In Q2 2013 the C4.1 rate is 91.7%

In Q2 2013 the C4.2 rate is 38.7%

In Q2 2013 the C4.3 rate is 19%

Target Improvement Goal:

As to **Placement Stability**, the goal is to continue improve placement stability by 1-2% per measure for the year 2013-2014.

Probation Priority Outcome Measure or Systemic Factor: Timely Reunification

National Standard:

Composite Score 122.6

For C1.1 the National Standard rate is greater than 75.2%

For C1.3 the National Standard rate is greater than 48.4%

Current Performance:

In Q2 2013 the Composite Score is not available

In Q2 2013 the C1.1 rate is 12.5%

In Q2 2013 the C1.3 rate is 0%

Target Improvement Goal:

As to **Timely Reunification**, the goal is to continue improve placement stability by 1-2% per measure for the year 2013-2014.

Strategies Status

Child Welfare:

Integrated Strategic Plan:

Fresno County Child Welfare Services Management Team with the support of Hay Consulting, Casey Family Programs and the Central Valley Training Academy has created a Five Year Integrated Strategic Plan.

“The aim of the plan is to improve outcomes for children and families by establishing a better evaluation system, enhancing practices and services, building better partnerships, promoting a strong and resilient workforce, and bringing all of the organization’s efforts into alignment.”

“This plan grew out of ongoing conversations with the communities CWS serves. Insights gained during these dialogues initiated a year long, reflective effort to bring community-generated ideas together into a cohesive whole. As a result, the plan not only speaks to what the agency is committed to accomplishing, but also reflects a shared understanding of why these improvements are so crucial to the well-being of the children and families of Fresno County.”

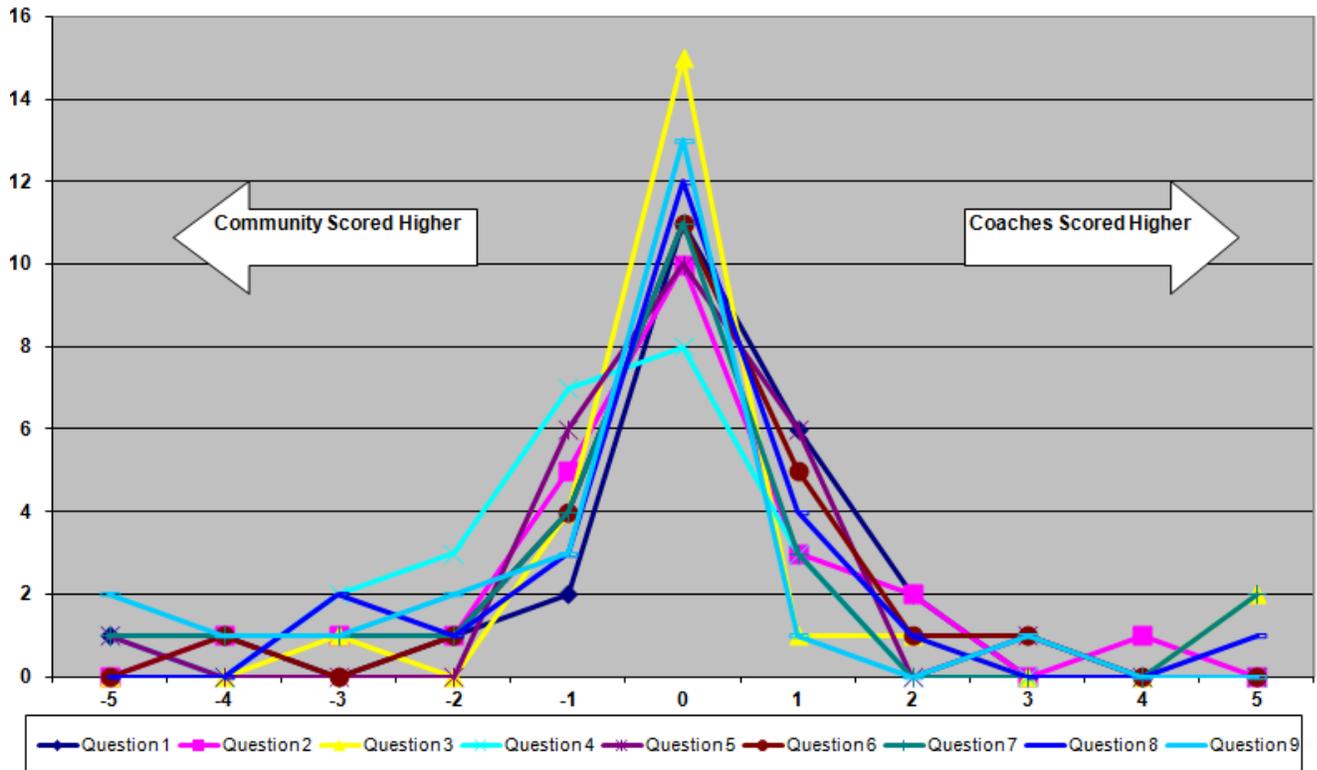
CAPP:

The challenge of measuring the effectiveness of the strategies in system improvement in child welfare is that the nature of the work is complex and as with individuals the transformation of a system can take some time to show impact on long term goals. The strategy of installing and utilizing a new practice model system wide is an audacious goal and requires the capacity to grow and learn as the process unfolds. However it is important to have methods in place to observe incremental impact and practice fidelity. The work of CAPP in Fresno includes Fidelity Assessments, as discussed elsewhere, which allow for independent observation of the work to support individuals and the organization in the effort of doing the work according to CAPP principals and values. James Bell Associates as an instrument of the PII ET (Evaluation Team) is engaged in Formative Evaluation where information is reviewed to see if the short term observable impacts are those things that would be predictive of positive long term outcomes for children and families. The work of Formative Evaluation has included surveys of parents who had received services from a CAPP trained social worker, case record reviews of those cases. The PII ET will conclude the PII/CAPP grant activities with a Summative Evaluation which will evaluate not only the impact of the work but the effectiveness of the processes in developing and installing the CAPP Practice Model. The impact of the work will be evaluated using administrative data to assess outcomes for children where services were provided by a social worker trained in CAPP compared with the outcomes for similarly situated children (ethnicity, family composition, socioeconomic status etc.) who did not have CAPP trained social worker. Additionally parents or caregivers (as the case status indicate) will be provided an opportunity to respond to a survey that indicates their experience with the agency and their CAPP trained social worker.

In 2013 there were 4 CAPP induction trainings for Cohorts Four through Seven (January, May, August and November.) By the end of 2013 there were 77 case carrying (Family Reunification and Permanency Planning) social workers trained. Additional social workers who were trained are no longer in case carrying positions either because they changed assignment, were promoted or have left the department. There will be additional trainings for the remaining 14 case carrying social workers who have not yet been trained along with any additional new hires or reassignments.

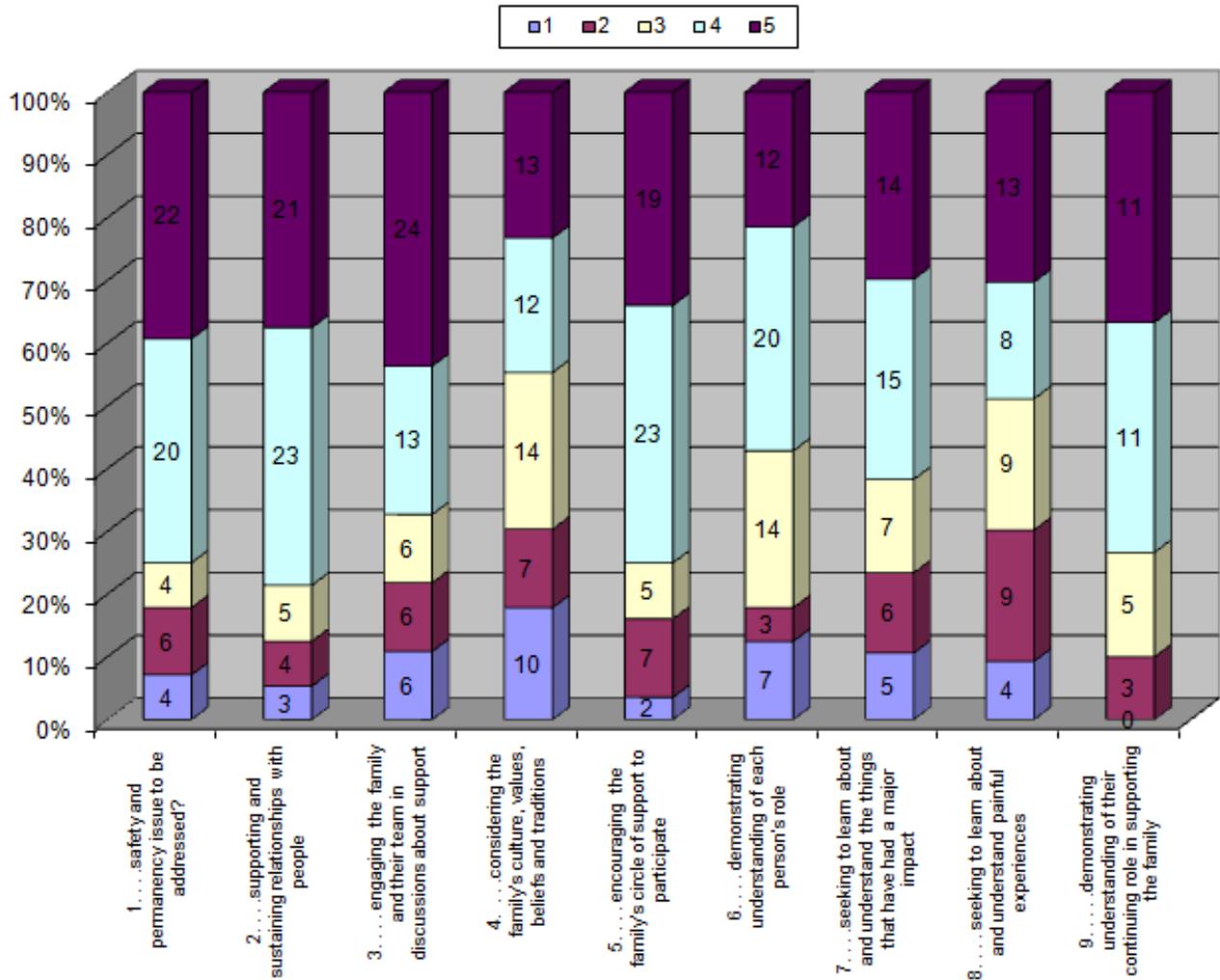
By the end of 2013 45 of the CAPP trained social workers have participated in a Fidelity Assessment. On September 6, 2013 a meeting was held with coaches, community observers and others to discuss preliminary results of the 28 Fidelity Assessments up to that point. Two of the factors reviewed included the inter rater patterns between coaches and community and the distribution of scores by question.

Total by Question (All Coaches) Distribution of Differences in Fidelity Scores Between Coaches and Community



The above chart shows the inter rater patterns between coaches and community showing a high, although not universal level, of conformity for most questions with question 4 being the lowest. Question 4 has to do with the consideration of culture. The coaches universally have indicated that they have learned from the community to observe some dynamics from a different and improved perspective. A very high level of correlation, especially at this early stage, would have been a strong indication of a weakness in the process where the results were distorted by a perceived pressure to be conforming. It is also important to see that discrepancies were generally equal in both directions meaning that neither group was indicating that overall they were seeing higher or lower levels of fidelity. While over time the discrepancies should diminish, especially those of 3 or more, it is appropriate and in fact desired to initially see some along with the significant amount of conformity indicated by the peaks in the middle.

Percentage of CAPP Fidelity Scores by Question September 2013



The above chart shows the distribution of scores by question. Most questions had 80% or more with a score of 3 or higher. The two exceptions to that were question 4 and question 8. Again question 4 has to do with the consideration of culture and question 8 has to do with the consideration of trauma. The coaches indicated that this was not a surprising result as in their coaching that had noted these as areas where more training and coaching would be called for.

Probation:

Probation Strategy 1 - Family therapy is an integral part in achieving reunification for the youth and his or her family. Reunification is more likely to be achieved when it begins early in the process of removal. Maintaining open lines of communication between all treating agencies involved is also vital to the process. Officers are in constant communication with the youth, parents/guardians, and service providers in efforts to reunify.

In April 2013, three of the supervising officers completed Deputy Probation Officer Placement Core which provided tools and ideas on how to better serve the youth in regards to family reunification.

In March 2013, Kathy Groh from UC Davis Extension provided CWS/CMS training to the Placement Unit to better assist officers in maintaining records and documentation of family contacts and reunification efforts.

Group Home Advisory Meetings were held quarterly throughout 2013. The last quarterly meeting was held on December 11, 2013, where a large number of group home providers attended the meeting. The meetings will continue through 2014 as they have proven to be beneficial in keeping a good working relationship between all agencies involved to better serve our foster youth.

Supervising Officers meet with the youth and the group home provider at their placement on a monthly basis. The officers also conduct a 90 Day Conference (every 90 days) that includes the youth, the parents/guardian, the group home provider, and the youth's therapist. At these meetings, the youth's progress is discussed and the team addresses ways to better serve the youth and meet his/her needs. The Probation Department and the Juvenile Delinquency Court established a practice that incorporates the 90 Day Conference into the youth's periodic review report. This information is not only available to the Court, but it is also available to the District Attorney and the youth's counsel. This information allows the parties involved to discuss the minor's progress and recommend any changes or modifications to the youth's case plan in hopes of achieving family reunification.

Barriers to the completion of 90 Day Conferences with all mentioned parties was capsulated in brief previously. Probation youth often have poor impulse control, inherent criminogenics resistant to conforming to the structured rules of out home providers, have a historical pattern of runaway behavior prior to out of home placement, routinely leave the out of home placement without permission to be with family, are lured into human trafficking, or develop ever increasing criminal sophistication. All of which, delay and/or prohibit the completion of 90 Day Conferences, as a result of violations of probation or new law violations the youth is not available because he or she whereabouts are unknown on warrant status or in custody. Because of the behaviors of the youth the family at times become disengaged from pursuing reunification and hence shun participation in 90 Day Conferences.

Probation Strategy 2 - Due to another change in management, meetings with DSS program managers did not occur. It is likely that a meeting between the agencies can occur within the next year in order to create a list of low and or no cost programs to assist the youth and their families.

In delinquency matters, Probation is not required to pay for reunification services such as parenting classes, drug treatment, and drug testing. Although Probation refers parents/guardians to these services, they often do not comply due to the costs associated with paying for these services. Therefore, Probation cannot return the youth home because there is no way of determining the parents/guardian level compliance to the Court. With these services, the Court would be able to monitor the parents/guardians compliance to ensure a safe reunification. The implementation of the treatment referral process was not started due to a change in management and a constant change of staff assigned to the Placement Unit. The Probation Department has also had to deal with limited resources and stability within the unit.

Due to the necessity to place youth out of state and out of county, the need for upgraded technology continues to be an issue. Although I-pads were unable to be purchased with CWS/OIP funds, the Probation Department provided the Placement Unit with an I-pad that has been utilized to provide case management while being out in the field. The purchase of additional I-pads will continue to be pursued as multiple supervising officers are out of the office at the same time completing their separate contacts with their youth.

Probation Strategy 3 - SB163 Wraparound services provide the youth and their families an opportunity to succeed and prevent their physical removal from the home or be able to return to the home within six months of their removal. Officers seek for family members who are interested and who can assist the youth with the supportive services of the SB163 Wraparound Program. Once a family member has been identified, a referral to the SB163 Wraparound Program is made.

On September 9 and September 10, 2013, two lead Probation Officers and one supervising officer attended a two day training that was put on by EMQ Families First. The training explained the many services that are available to the youth and their family should they be referred and accepted for the program. The training provided the officers a better understanding of the services that are provided and how to identify and make appropriate referrals. SB 163 Wraparound officers attend monthly meetings with the service provider to discuss the minor's progress and what services can be offered to the family and the youth to assist them.

Although some SB 163 Wraparound Program informal training was provided to our justice partners in the form of case staffings and collaborative meetings, formalized training was not provided. Training was difficult to complete due to staffing issues and limited resources. In addition, with the implementation of AB 12 in January 2012, the creation of AB12 reports and the implementation of practices and procedures deferred a lot of the time and resources from the SB 163 Program. Further, the Probation Services Manager was assigned to the placement unit in February 2012 and has had to address staffing issues and the training new officers assigned to the unit. Nonetheless, the Probation Services Manager and the placement officers continue to identify and refer cases to the SB163 Wraparound Program when appropriate.

Probation Strategy 4 – Due to multiple staff reassignments within the Juvenile Placement Unit and the Probation Department as a whole throughout 2013, staff from the Juvenile Placement Unit were not afforded opportunities to attend UC Davis training sessions locally or within the state. However, three Deputy Probation Officers from the Juvenile Placement unit attended and completed Placement Core in 2013. Also, with the on-going implementation of AB 12, and the development of an assigned case supervising AB12 Deputy Probation Officer was designated in 2013 within the Juvenile Placement Unit. Minors in placement in Fresno County are advised on a continuous basis of their potential eligibility to access AB 12 services regardless of their age. Communication with minors in placement regarding independent living resources have been further advanced by collaboration with DSS counterparts to meet with minors in concert during emancipation conferences starting when minors reach the age of seventeen years old. During the emancipation conferences existing options and independent living resources are clearly explained to the minor, whereby the minor may make an informed decision as to future living arrangements. The Juvenile Placement Unit has also made efforts to consistently implement best practice approach to assist minors in placement with exiting or transitioning from care by facilitating linkage with DSS ILP Social Worker and any adults identified as a potential lifelong connection who has maintained active participation with the minor's case plan a minimum of 90 days prior to the minor's exit from care or transition to AB12 services. The minor is further aided by being provided a copy of their emancipation conference summary.

Probation Strategy 5 – For consistency purposes, designated staff from the Juvenile Placement Unit meet every two weeks with Mental Health professionals to collaborate on effective methods to prompt program compliance within the institution and prepare minors who have been ordered into out of home placement, who are detained pending placement, or are serving custodial commitments to transition successfully to a placement that best meets the minors needs. Probation continues to submit referrals to Focus Forward mentoring program for those foster youth who are detained pending placement and or those youth serving custodial commitments. The placement unit does not have a designated parent search unit/person such as DSS. Officers are responsible to conduct their own search for parents by accessing databases such as the Adult Probation System (APS), the DA database (STAR), the parole database (LEADS), the jail database (offendertack), the welfare system, Department of Justice website, and locator services provided by the California Department of Corrections and Rehabilitation, and Immigration and Customs Enforcement, telephone directories, and various other websites. As previously mentioned, due to the staff changes within the Juvenile Placement unit and the Probation Department, work groups were not established.

Probation Strategy 6 - In June 2013, nine probation foster youth graduated from high school and obtained their high school diploma. Also, on October 5, 2013, probation staff supervised and prompted probation youth in out of home placement to attend the Access to Higher Education event at Fresno City College, whereby minors were assisted at the event with completing college applications and FASA applications. As previously mentioned, due to the staff changes within the Juvenile Placement unit and the Probation Department, Review process with FYES committee and outcomes were not completed.

As previously mentioned, Group Home Advisories were held on the following dates in 2013: March 20, 2013, June 20, 2013, September 20, 2013, and December 11, 2013. Additionally, the Juvenile Placement Unit hosted a Central California Placement Committee Meeting on December 10, 2013.

Probation Strategy 7- On July 24, 2013, unit officers received a one hour training presentation from ILP Social Worker Supervisor Annette Jones on ILP services and Family Finding services for probation foster youth. In addition, officers were referred to DSS Social Worker Monica Henry for Family Finding & Engagement. The unit will continue to seek Family Engagement training opportunities from UC Davis Extension and Fresno DSS.

Probation Strategy 8- Efforts for County Foster Parents recruitment and FFA placements for probation youth were very limited this past year. One youth was placed in an MTFC home this past year while under the SB163 Wraparound Program. Efforts to utilize more FFA placements will continue to be explored in 2014.

Probation Strategy 9- Between February 2013 to November 2013, the unit conducted approximately 17 non-traditional collective details which included minor contacts, parent contacts, relative contacts, AB 12 contacts, unannounced visits to group home programs, and completion of service provider inspections. All operations were conducted at different times of the day which included weekends. These efforts yielded positive outcomes related from locating youth who had absconded supervision, to visiting youth and the parents in the home, to completing group home inspections. Ongoing operations will continue in 2014.

On December 10, 2013, the department hosted the Central California Placement Committee. Seven counties were in attendance. The discussions included upcoming foster care trainings, CWS/CMS trainings, recently released ACL's, AB12-Extended Foster Care, NYTD mandates, and challenges other counties were facing.

SIP Strategies Charts

Child Welfare:

Child Welfare Strategy: CAPP	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Measure C1.3 Reunification within 12 months (entry cohort) Measure C3.1 Exits to permanency (24 months in care) Disproportionality Data: Decision Point, Reunification and Time in Care
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop, Implement, Refine and Evaluate the CAPP Practice Model	October 2010 through September 2015	CAPP Cross Site
B. Develop the Training Plan for the Practice Model	(see Appendix)	CVTA Fresno CAPP Implementation Team
C. Training for the First CAPP Cohort	February 27, 2012 through February 29, 2012	Phil Dector CVTA Fresno CAPP Implementation Team
D. Supplemental Training and Coaching for CAPP Trained Social Workers and Supervisors.	March 2012 and Ongoing	CVTA Fresno CAPP Implementation Team
E. Training for the Second CAPP Cohort	June 4, 2012 through June 6, 2012	Phil Dector CVTA Fresno CAPP Implementation Team

F. Training for the Third CAPP Cohort	October 31 2012 through November 2, 2012	Karen Martin CVTA Fresno CAPP Implementation Team
G. Training for the Additional CAPP Cohorts and New Hires	<p>2013 and Ongoing</p> <p>Cohort Four January 22, 2013 through January 24, 2013</p> <p>Cohort Five May 1, 2013 through May 3, 2013</p> <p>Cohort Six August 7, 2013 through August 9, 2013</p> <p>Cohort Seven November 6, 2013 through November 8, 2013</p> <p>Cohort Eight Planned for April 2014</p> <p>After all current staff is trained CAPP training will become a part of new worker induction training done by the training unit.</p>	<p>TBD</p> <p>CVTA</p> <p>Fresno CAPP Implementation Team</p> <p>DSS Training Unit</p>
H. Test for Fidelity to the Practice Model	<p>November 2012</p> <p>Fidelity Assessments began in July of 2013 and will be ongoing.</p>	<p>CAPP Evaluation Team</p> <p>Fresno CAPP Implementation Team</p> <p>Permanency Innovations Initiative Evaluation Team (PII-ET)</p>
I. Formative Testing of the Practice Model	March 2013 and continuing	<p>CAPP Evaluation Team</p> <p>Fresno CAPP Implementation Team</p> <p>Permanency Innovations Initiative Evaluation Team (PII-ET) James Bell Associates, Inc.</p>

J. Summative Testing of the Practice Model	2014 and 2015	CAPP Evaluation Team Fresno CAPP Implementation Team Permanency Innovations Initiative Evaluation Team (PII-ET) James Bell Associates, Inc.
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Probation Department:

Strategy 1: Increase parent/guardian and youth participation in family therapy	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Timely Reunification and Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Learning session to seek training from UC Davis Extension and/or County Mental Health on therapeutic models that support early family therapy.	October 15, 2010 February 2012. Due to a new supervisor and staff changes within the unit, it appears that this could be accomplished by <u>December 27, 2014</u> .	Training Manager Placement Manager (monitored and assessed by Training Manager, Placement Manager, and Division Director)
B. Meet with group home providers, FFA's, and County Mental Health to discuss therapy issues and compliance. Group Home Advisory meetings and individual meetings with administrative providers.	Ongoing through 2014	Chief Probation Officer Division Director Placement Manager DPO IV's DPO I, II and III's

<p>C. Implement procedure that requires a team meeting with parent/guardian, caregiver, therapist, and Deputy Probation Officer within 90 days. The case plan will be updated to include a “mandatory” section that discusses the team meeting and its outcomes. Days of placement to discuss therapy plan. The Court reports will also add a section discussing the “meeting” with all parties and its outcome.</p>	<p>Ongoing through 2014</p>	<p>Division Director Placement Manager DPO IV’s Automation Services</p>
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Strategy 2: Support parents/guardians with parenting classes, drug treatment, and drug testing.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Timely Reunification
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Use CWS / OIP funds to contract for parenting classes for the parents of delinquency youth in care. Add on to current Social Services contracted providers.	<u>April 30, 2010</u> Set contract meeting with DSS & Probation <u>June 1, 2010</u> Finalize MOU agreement <u>July 30, 2010</u> Begin referral process <u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed <u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available <u>January 30, 2011</u> Review project and updates on sustainability <u>December 2012</u> <u>December 2013</u> <u>December 2014</u> Meet with DSS to develop a resource guide	Division Director Placement Manager Probation Business Manager DPO IV's Department of Social Services Administration
B. Use CWS / OIP funds to contract for drug treatment services. Add on to current Social Services Contracted providers.	<u>February 1, 2011</u> Set contract meeting with DSS & Probation, explore in and out patient programs in the community and the	Division Director Placement Manager Probation Business Manager DPO IV's

	<p>viability of utilization <u>August 15, 2011</u> If services are available and funding is secured for 2011 -2012 fiscal year, begin the MOU process <u>November 1, 2011</u> Implement treatment referral process March 12, 2012 <u>March 2013</u> Evaluate referral and parent compliance with services, make recommendations if needed. August 1, 2012 <u>August 2014</u> Evaluate funding and sustainability of services</p>	<p>Department of Social Services Administration</p>
<p>C. Use CWS / OIP funds to contract for drug testing services. Add on to the current Social Services contracted providers. To run concurrent with parenting classes MOU</p>	<p><u>April 30, 2010</u> Set contract meeting with DSS & Probation <u>June 1, 2010</u> Finalize MOU agreement <u>July 30, 2010</u> Begin referral process <u>January 30, 2011</u> Review utilization of services for increase or decrease. Attendance and parent cooperation will be reviewed. <u>July 30, 2011</u> Review existing MOU, need for services, or alternatives if CWS/OIP funds are not available <u>January 30, 2011</u> Review project and updates on</p>	<p>Division Director Placement Manager Probation Business Manager DPO IV's Department of Social Services Administration</p>

	Sustainability	
D. Use CWS / OIP funds to purchase technology equipment to be utilized to allow probation officers to access work during “down time”(travel, airport, etc.)	June 2013 December 2014 Purchase Ipads	Division Director Placement Manager Probation Business Manager DPO IV's Department of Social Services Administration

Strategy 3: Utilize pre-placement/family maintenance services or SB 163/wraparound services before physical removal or within 6-months of removal	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Timely Reunification, Placement Stability
Action Steps:	Timeframe:	Person Responsible:
<p>A. Provide in service training with attorneys and the Court/bench on SB 163 services and pre-placement/family maintenance services</p> <p>All trainings to be monitored by the SB 163/Wraparound monthly meetings and become part of the mandatory agenda items.</p>	<p><u>May 24, 2010</u> Schedule in-service training for Juvenile Bench Judges</p> <p><u>September 20, 2010</u> Schedule in-service training for the District Attorneys Office</p> <p><u>January 20, 2011</u> Schedule in-service training for public defenders office</p> <p><u>April 20, 2011</u> Schedule in-service training for alternative defense office attorneys</p> <p><u>October 25, 2011</u> Review training for new Judges, Attorneys, and Probation staff.</p> <p>January 30 2012 January 2013 <u>January 2014</u> Contract all collaborative and justice partners to review the need for ongoing training</p>	<p>SB 163 Wrap teams and Probation Division Director Placement Manager Probation SB 163/wraparound and Preplacement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)</p>

<p>B. Provide in service training for Juvenile Division officers in Court Services, investigations, and supervision units Process monitored by Lead SB 163 Deputy Probation Officer and Placement Manager. Training will be discussed at Monthly Juvenile Probation Management Team.</p>	<p><u>May 1, 2010 to June 30, 2010</u> Schedule in-service training for Court Service Units, Supervision, and JJC institution staff. February 20, 2011 <u>September 2012</u> Schedule in-service training for new officers in the Juvenile Division.</p>	<p>SB 163 Wrap teams and Probation Wrap Officers, and PSM Division Director Placement Manager Probation SB 163/wraparound and Pre-placement supervision officers Department of Social Services SB163 supervisor/liaisons Contracted service provider(s)</p>
<p>C. Create new protocol/procedure to screen new cases for alternative support services and prior to every pre-permanency hearing, conduct a staffing with the case officer, Sr. Officer, and Manager for consideration for early return home to parent/guardian when appropriate.</p>	<p><u>August 20, 2011</u> Establish a unit committees to begin the written planed protocol and process for staffing and screening <u>December 1, 2011</u> Finalize protocol, provide internal training by committee, and begin implementation <u>February 21, 2012</u> Reconvene committee to review protocol and procedure. <u>November 2012</u> Probation met with EMQ Families First and MHS, Mental Health Systems to provide training on SB 163 Wraparound Services to be given by February 2013 June 2013 December 2014 Training will be provided on SB163 services to our justice partners</p>	<p>Division Director Placement Manager DPO IV's</p>

Strategy 4: Begin transition planning earlier than six months from reaching the age a majority. Planning should begin before the age of 17 and should be ongoing.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Transition to Self-Sufficient Adulthood / Emancipation
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Learning session to seek training from UC Davis Extension and/or ILP services on how to engage youth on transition planning Monitored by Training Manger, Juvenile Placement Manager, and Juvenile Director	<u>June 1, 2010</u> Meet with UC Davis Extension staff to set up training for Fresno County Placement Officers and neighboring Counties (Madera, Merced, Tulare) UC Davis Training- Ongoing	Training Manager Placement Manager ILP supervisor
B. Develop multiple realistic or obtainable plans for the youth, that are outlined in the youths case plan and Court report	<u>January 20, 2011</u> Form Committee to work on project <u>May 1, 2011</u> Update case plan and template to include plans, responsibilities, and objectives. <u>January 23, 2011</u> Review process and report <u>January 20, 2011</u> Review process and effectiveness It appears that this action step has been achieved.	Division Director Placement Manager DPO IV's Fresno County DSS, ILP program staff and supervisors Automation Unit Manager

<p>C. Supervising Deputy Probation Officer, youth, and care provider set meetings/staffing with potential support providers</p>	<p><u>March 10, 2010</u> Review effectiveness of meetings and outcomes for youth. Set special meeting with unit staff to discuss this goal</p> <p><u>March 18, 2011</u> Meet with providers individually and assigned Deputy PO explains process and reason for staffing.</p> <p><u>May 1, 2011</u> Implement meetings with youth, provider and DPO. Discuss process during unit meetings with Placement Manager and staff. It appears that this action step has been achieved.</p>	<p>Division Director Placement Manager DPO IV's</p>
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Strategy 5: Ensure every youth that transitions to self-sufficient adulthood / emancipation has at least one identified support adult or lifelong connection	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Transition to Self-Sufficient Adulthood / Emancipation
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Work with the Focus Forward agency to identify and develop a core group of mentors specifically for probation youth in care. Assist in the training and recruitment of mentors.	<u>February 28, 2010</u> Meet with Focus forward CEO Notified Unit staff of Mentoring program Focus Forward to team with Probation and Mental Health during the “pending placement” staffing held at the Juvenile Justice Campus <u>May 11, 2010</u> Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health March 1, 2012 December 2013 May 2014 Review Mentor program and outcomes with Focus Forward, Probation, and Mental Health	Division Director Placement Manager DPO IV’s CEO of Focus Forward and support staff Fresno County Mental Health
B. Create a parent/relative search for family or mentor supports. Utilize websites and ILP services to mine a youths case for relatives	April 10, 2011 December 2013 May 2014	Court Services Mgr., DPO IV’s ITSD Mgr., Training Mgr., ILP SWS Placement Manager, Division Dir.

<p>C. Work with the Courts, attorneys, and volunteer agencies to develop “nontraditional” mentor groups.</p>	<p><u>August 10, 2010</u> Attend juvenile justice collaborative meetings to set up discussion regarding mentor services. Identify existing resources and their availability</p> <p><u>March 1, 2011</u> Contact community based agencies and faith based groups to solicit mentors with Focus Forward project. Work group needs to be established.</p> <p>January 20, 2012 December 2014 <u>January 2015</u> Identify and provide training for selected mentor group to provide services for probation placement youth in the community</p>	<p>Division Director Placement Manager DPO IV’s Judges Attorneys Identified support agencies Focus Forward</p>
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Strategy 6: Support on going education of High School graduation and college enrollment, trade schools, or military.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Transition to Self-Sufficient Adulthood / Emancipation
Action Steps:	Timeframe:	Person Responsible:
A. Work with local school districts and Foster Youth Educational Services to ensure youth who emancipate without graduation, have an opportunity to continue their education and there is plan and contact persons who will support the youth with the process	<u>March 1 2010</u> Add discussion to the local Foster Youth Educational Services Advisory Committee Meeting, to get ideas to implement this strategy <u>April 12 2010</u> Continue discussion regarding implementation of strategy during FYES meeting. <u>May 10, 2010</u> Confirm strategies and ideas with FYES committee. Gather strategies for 2010/2011 school year. <u>September 1, 2011</u> Begin to implement strategies and written in case plan and emancipation conferences/staffing February 1, 2012 June 2013 <u>December 2014</u> Review process with FYES committee and outcomes.	Division Director Placement Manager DPO IV's Foster Youth Educational Services Administration and staff Local School district foster youth educational liaisons
B. Provide training for FFA and Group Home providers on requirements and application process for colleges, trade schools, and military. Supervising officers to monitor application processes and assist with the follow through	Continuing through 2013 – 2014 (meeting dates not yet set)	Division Director Placement Manager DPO IV's Placement Unit Educational Liaison Local Group Home / FFA providers Fresno City College, Fresno State, local

<p>** Inquire from Group Home Advisory Meeting members what educational topics they need training on (IEP's, discipline, special education, alternative education, etc.).</p>		<p>trade schools, and Fresno area military recruitment office</p>
<p>C. Ensure that youth are supported and assisted with financial aide applications</p>	<p>March 05, 2011 June 2013 December 2014 Educational Liaison to review application process and enrollment outcomes April 2, 2012 December 2014 April 2015 Review application process and it's effectiveness and outcomes</p>	<p>Division Director Placement Manager Placement Unit Educational Liaison DPO IV's Local Group Home / FFA providers</p>

Strategy 7: Seek and identify relatives and mentors earlier in the process prior to recommending removal for alternatives to foster care homes or group homes.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability
Action Steps:	Timeframe:	Person Responsible:
A. Learning session to seek training from UC Davis Extension and/or DSS for Juvenile Court Services Investigators/officers to engagement and family finding skills.	<u>September 1, 2010</u> Request to UC Davis for specialized training for juvenile engagement. <u>January 2, 2011</u> Meet with DSS ILP for case mining training and case history research training <u>July 1, 2011</u> <u>July 24, 2013</u> Received training from DSS ILP Supervisor Annette Jones on family finding <u>February 2012</u> <u>September 2013</u> <u>December 2014</u> Provide additional training to all juvenile division officers	Training Manger Court Services Manager and staff Division Director Placement Manager DPO IV's
B. Streamline relative / mentor approval process to allow youth and identified family/mentors to timelier placement. Decrease timely detention in the Juvenile Justice Campus	<u>June 1, 2010</u> Set collaborative meeting with DSS home approval unit for cross training to streamline relative placement process <u>April 4, 2011</u> Implement new protocol and procedures for earlier release from JJC detention <u>December 12, 2011</u> Ongoing Review protocol and procedure changes for their effectiveness of earlier release	Division Director Placement Manager DPO IV's DSS home approval unit Supervisor and staff

	and timely relative or NREFM placement	
C. Create technical support in the JAS (Juvenile Automation System) to increase data storage of potential family / mentor placements	<p><u>February 28, 2011</u> Set planning meetings to create relative placement window screens in probation case management system (JAS).</p> <p><u>September 5, 2011</u> Implement new changes and data collection of relatives</p> <p><u>December 1, 2011</u> <u>December 2013</u> Update pre-placement review Court report to include relatives that have or will be considered for relative placement.</p>	<p>Division Director Placement Manager DPO IV's IT Manager</p>

Strategy 8: Recruitment of County Foster Parents for probation youth and increase utilization of FFA's / MTFC homes	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability
Action Steps:	Timeframe:	Person Responsible:
A. Attend "Pride" foster care training meetings and attend Foster Care educational training meetings for recruitment of Probation Foster Parent homes	<u>April 30, 2010</u> and ongoing Attend Fresno City College "Pride" graduation event and provide foster parents with information regarding probation foster care placements. **Assigned to FFA/FM officer <u>April 30, 2010</u> Attend FFA monthly meetings and recruit providers to work with probation youth ** Assigned to FFA/FM officer <u>March 1, 2011</u> Provide training for FFA foster parents on Probation Foster youth and delinquency system ** Assigned to FFA/FM officer and PSM March 1, 2012 <u>June 2013</u> Review if there has been an increase in FFA / single family foster homes in lieu of group homes	Division Director Placement Manager DPO IV's Foster care DPO DSS foster care recruitment team
B. Create new process and protocol that requires youth with identified behavioral issues with MTFC and specialized foster care home programs earlier	<u>May 1, 2011</u> Implement protocol and procedure to screen all "pending foster care" placement cases for MTFC or 969 specialized foster care homes. November 20, 2011 <u>November 2013</u>	Division Director Placement Manager DPO IV's Wraparound SB163 officers

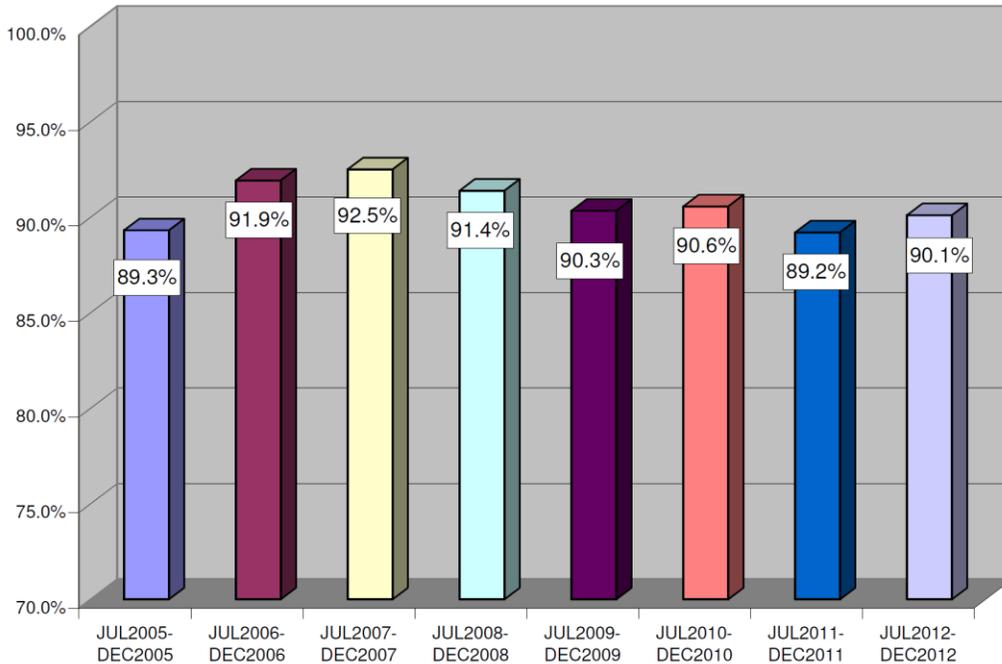
	<p><u>December 2014</u> Create a list of specialized vendors and service providers/FFA's that can provide homes for probation youth with special needs.</p>	
<p>C. Increase FFA utilization by meeting with local area providers and attending their FFA monthly advisory meetings</p>	<p><u>January 28, 2010</u> Attended by PSM and FFA supervision officer <u>March 15, 2010</u> Attended by PSM and Placement Officer Ongoing attendance 2010-2014</p>	<p>Division Director Placement Manager DPO IV's FFA supervision officer</p>

<p>Strategy 9: Increase service delivery by providers and increased monitoring of local group home providers. Utilize providers who are adhering to department strategies of timely reunification, educational outcomes, emancipation support, and stability.</p>	<input 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): Placement Stability</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Monitor group homes during non traditional work hours and times to ensure they are providing the best care and supervision in accordance with federal, state, and departmental care requirements</p>	<p><u>December 31, 2009</u> Begin weekend and week night contacts and site inspections Monitored by Lead Sr. Officers <u>May 1, 2010</u> Juvenile Superior Court Judges to make unannounced group home site contacts with Probation Monitored by Division Director and Placement PSM. <u>April 10, 2011-December 2014</u> Continue monitoring visits and review compliance with correction plans when necessary. Work collaboratively Community Care Licensing and Juvenile Justice Commission.</p>	<p>Division Director Placement Manager DPO IV's DPO staff</p>
<p>B. Meeting with group home administrators to review their programs and expectations of our agency</p>	<p><u>March 31, 2010</u> Set individual meetings with providers <u>August 1, 2010</u> a) Metro Fresno Area February 10, 2011 <u>June 1, 2013</u> b) Nearby counties (Madera, Tulare,</p>	<p>Division Director Placement Manager DPO IV's DPO staff Group home and FFA providers</p>

	<p>and Kings) June 1, 2011 December 1, 2013 c) Northern California Providers November 1, 2012 June 1, 2014 Southern</p>	
<p>C. Not utilizing local providers who are not adhering to outcomes or using performance improvement plans with providers to ensure they are meeting goals and objectives</p>	<p><u>January 31, 2009</u> Phase out utilization of non-compliant or non-responsive providers <u>November 1, 2010</u> Placing officers to staff group home compliance with case managing DPO staff to ensure there are no issues with providers, Issue of group homes to be discussed at bi-monthly unit staff meetings <u>March 1, 2011</u> Update “active” vendor listing and review with placement officers and Juvenile Director January 30, 2012 December 27, 2013 <u>December 2014</u> Review strategies ensure they are continue to occur and are being followed</p>	<p>Division Director Placement Manager DPO IV’s DPO staff</p>

Outcome Measures Not Meeting State/National Standards

S1.1 No Recurrence of Maltreatment (Goal: greater than or equal to 94.6%)



Children who were victims of a substantiated or indicated child maltreatment allegation in the first 6 months of a specified time period for whom there was no additional substantiated maltreatment allegation the subsequent 6 months-Q2 2013 data extract

Fresno County's performance in this measure seems to consistently be in the low 90% range. SafeMeasures provides some further breakdown of the disposition of the first referral:

CFSR S1.1: No Recurrence of Maltreatment

Of all children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

Referrals Included: All referrals involving children who were victims of a substantiated maltreatment allegation during the six-month period between 07/01/2012 and 12/31/2012.

Fresno

Extract Date: 01/03/2014
Analysis Date: 01/04/2014

MAIN MENU | Logged in as: David Plassman | CWS/CMS Login: plassda | ADD TO FAVORITES | SEARCH | FAQ | HELP | FEEDBACK

Graph | Comparison | State | Crosstab | Full List

Change Row | Filter | Subset

Overall Investigation Disposition	No Recurrence	Recurrence	Total
Open New Case:	410 40.7%	31 28.2%	441 39.5%
Already in Case:	70 7.0%	20 18.2%	90 8.1%
Closed After Investigation:	520 51.6%	56 50.9%	576 51.6%
Missing:	1 0.1%	0 0.0%	1 0.1%
N/A Not Investigated:	6 0.6%	3 2.7%	9 0.8%
Referral Evaluated Out:	0 0.0%	0 0.0%	0 0.0%
Total:	1007 100%	110 100%	1117 100%

This first view of the data illustrates the disposition types for the first substantiation for all with and without a recurrence. Slightly more than 50% of the time (51.6%) after the first occurrence for all (the Total column) the

referral was Closed After Investigation. Conversely slightly less than 50% of the time after the first substantiation there was either an existing open case (Already In Case) or a case newly opened (Open New Case.) One might expect that a subsequent substantiated allegation would be far more likely to have occurred “because” the initial case was Closed After Investigation. However for those (110) with a recurrence the likely hood that after the initial substantiated allegation the referral was Closed After Investigation (n=56, 50.9%) was nearly identical to the likelihood that when there was a recurrence there was an open case after the initial substantiated allegation (Open New Case n=31, 28.2% and Already In Case n=20, 18.2 %.) The data does not indicate the type of case, service component or voluntary status of the newly or previously opened case and if that case was still open at the time of the recurrence. It would appear that recurrence is happening with and without service interventions.

SafeMeasures
Bridging Data and Results
CHILD WELFARE

CFSR S1.1: No Recurrence of Maltreatment
Of all children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?
Referrals Included: All referrals involving children who were victims of a substantiated maltreatment allegation during the six-month period between 07/01/2012 and 12/31/2012.

Fresno
Extract Date: 01/03/2014
Analysis Date: 01/04/2014

MAIN MENU | Logged in as: David Plassman | CWS/CMS Login: plassda | ADD TO FAVORITES | SEARCH | FAQ | HELP | FEEDBACK

Timeframes: 01/01/13 to 06/30/13, 10/01/12 to 03/31/13, 07/01/12 to 12/31/12, 04/01/12 to 09/30/12, 01/01/12 to 06/30/12, 10/01/11 to 03/31/12, 07/01/11 to 12/31/11, 04/01/11 to 09/30/11

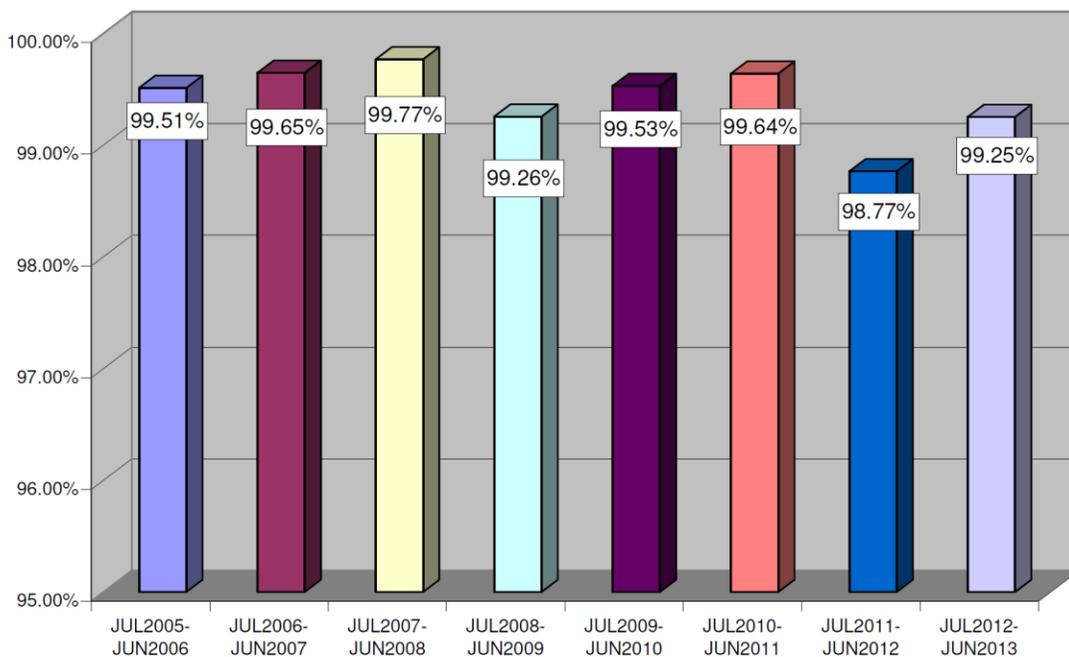
Overall Investigation Disposition	No Recurrence	Recurrence	Total	
Open New Case:	410 93.0%	31 7.0%	441	100%
Already in Case:	70 77.8%	20 22.2%	90	100%
Closed After Investigation:	520 90.3%	56 9.7%	576	100%
Missing:	1 100.0%	0 0.0%	1	100%
N/A Not Investigated:	8 66.7%	3 33.3%	11	100%
Referral Evaluated Out:	0 -	0 -	0	-
Total:	1007 90.2%	110 9.8%	1117	100%

This second view of the data illustrates the subsequent event (with and without a recurrence) for all disposition types for the first substantiation. A child who after the initial substantiated allegation was Already In Case was more likely to experience a recurrence of a substantiated allegation (n=20, 22.2%) than Closed After Investigation (n=56, 9.7%). Open New Case (n=31, 7.0%) was also less likely to experience a recurrence than those who were in a preexisting open case.

In SafeMeasures the methodology for the data indicates that: “The recurrence must occur at least two days after the initial referral in order to prevent identification of two referrals on the same maltreatment event.” A review of all 110 cases with recurrence determined that about 30 % (n=33) of the time the recurrence was in 30 days or less. Often these are referrals that were investigated simultaneously and while they may be different events the instance of a recurrence are not as likely to have implications on the quality of the assessment and/or intervention.

The CAPP Practice Model contains effective strategies that enable children and families to avoid a cycle of abuse or neglect. Effective engagement can build a better picture of what behaviors are crating risk and building a plan to change those behaviors. The identification and development of a child and/or families circle of support increase the resources available to improve family functioning as well as options for when behavior changes are challenging in the moment.

S2.1 No Maltreatment in Foster Care (Goal: greater than or equal to 99.68%)



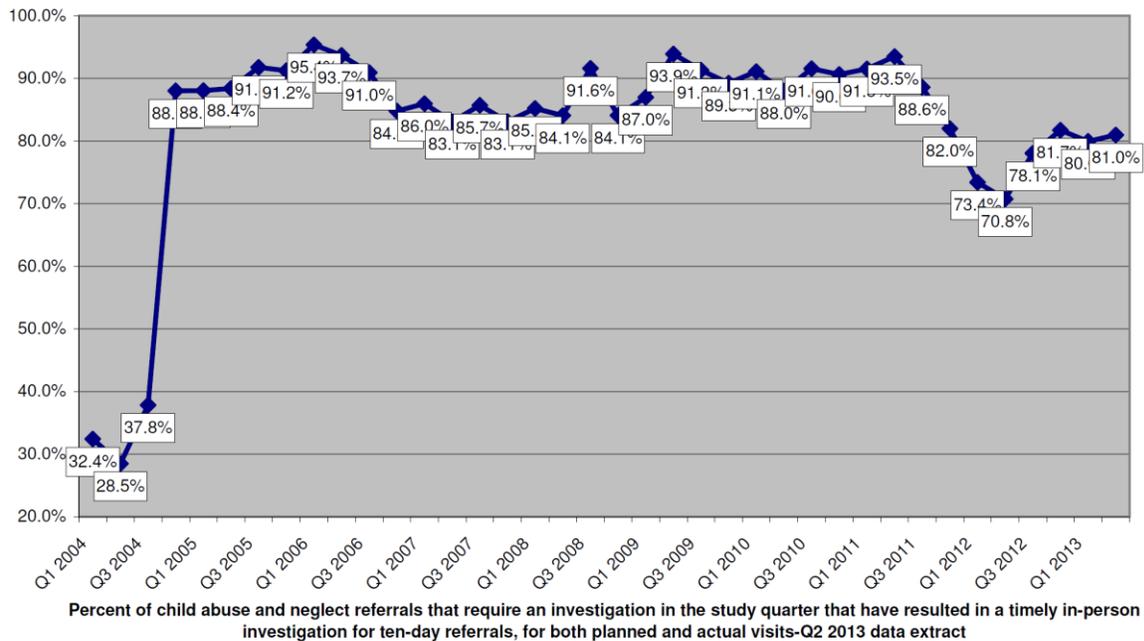
This safety measure reflects the percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care-Q2 2013 data extract

In January 2013 CDSS and UC Berkeley released the Quarter 3 2012 Data Extract. Outcome S2.1 (No Maltreatment In Foster Care) showed that during the time frame of October 1, 2011 to September 30, 2012 in Fresno County there were no children documented as having a substantiated allegation of abuse or neglect where the perpetrator was their Substitute Care Provider. (100% of children in care did not experience maltreatment in foster care.) In that time frame 2,687 children had been in out of home care at some time. Front line and historical experience made it quite doubtful that this data was accurate.

The QA unit then reviewed all referrals from November 2011 to September 2012 where the allegation was substantiated and the client disposition was "Child Already in a CWD-CWS Case." In their review they determined if the perpetrator was their Substitute Care Provider and if they were, QA clicked on the button in CWS/CMS that documents that relationship. In doing so those children would then, in later extracts, be included in the count of those maltreated in foster care. This impacted not only the October 1, 2011 to September 30, 2012 time frame but also any time frames where a portion of them contain data from October 1, 2011 to September 30, 2012.

A subsequent review is underway to evaluate the accuracy of the conclusion documented. With a child in OHC it is possible to confuse the substantiation of a licensing violation or violation of a court report with the legal definition of abuse and neglect. Additionally the nature of the allegations that were substantiated is being reviewed along with the status of the placement. While in some cases it is clear that the placement is not meeting the needs of the child and in fact harm may be occurring not all substantiated allegations indicate that it is in the best interest of the child to change placements.

Child Abuse/Neglect Referrals with a Timely Response (2B) Non-Crisis (10Day) (Chart Scale 20% to 100%)



After a successful first SIP in 2004 where compliance skyrocketed the compliance rate was frequently above 90%. At the end of 2011 the compliance rates began to drop and bottomed out at 70.8% in Q2 2012. Since then they have risen into the low 80% range and strategies to extend this improvement are in place. Coinciding with the struggles to meet response timeframes are challenges with the timely documentation and closing of referrals. As stated in the introduction to the outcomes, delayed documentation will mean that data from subsequent extractions will show some change. In this case historically the numbers for the most recent timeframes have moved up about 2% before they stabilized and it is expected that for Q2 2013 that will be the case as well.

ER Program Mangers have employed multiple strategies to improve the timeliness of response for Non Crisis referrals. Training on regulations and documentation is provided for staff new to ER as well as refresher training for veteran ER workers. On a monthly basis OT is available on a Saturday for staff to complete documentation for the work done during regular work hours. A co-occurring challenge is that of the closing of referrals in a timely manner and the OT strategy is used for that as well. The existence of referrals where the response has been made but not yet documented is a pull of time and energy for staff away from the timely response to new referrals. The large scale reduction or even elimination of a backlog of responded to but undocumented referrals will increase the ability for current timeliness. This was the fuel for the success of the 2004 SIP in this area.

The ability to meet the demands of the overall workload in ER is understandably tied to staffing resources. In reviewing the number of referrals that are accepted for each response type the number of responding social workers needed is discernible. With an average of 268 Crisis and 452 Non Crisis referrals per month there has been an attempt to staff ER with 20 Crisis and 28 Non Crisis responding social workers. An improving fiscal state has allowed for the local approval to both fill vacant and add additional positions. In 2013 42 persons were hired to fill social work positions. In that same time frame, 25 persons, some of those newly hired, left those positions often to work at other agencies or counties. While the fiscal condition of the state and county has allowed the filling of positions, it has not resulted in the restoration of the 9% to 14% pay cuts from January 2012, which may be a factor in the inability to become fully staffed. Additionally social workers transitioned within the county either through transfer or promotion. Currently ER is staffed with 16 Crisis and 19 Non Crisis responding social workers. This is 73% of the target overall and 80% for Crisis and 73% for Non Crisis.

ER Referrals in 2013 (SafeMeasures)			
Month	Crisis	Non Crisis	Total
January	249	408	657
February	261	512	773
March	268	482	750
April	301	512	813
May	320	558	878
June	238	447	685
July	223	448	671
August	253	412	665
September	309	421	730
October	311	469	780
November	264	377	641
December	215	376	591
Total	3,212	5,422	8,634
Average	268	452	720
Response Resources (Workers Assigned)			
Goal	20	28	48
Current	16 (80%)	19 (68%)	35 (73%)
Monthly Workload (Referrals) Per Worker			
Goal	13	16	15
Current	17	24	21

The following information from SafeMeasures illustrates the progress made in addressing the referral backlog. It compares the age (from the date of referral) of all open referrals on January 6, 2013 and on January 6, 2014.

January 6, 2013

Response Priority	0 to 7 Days	8 to 14 Days	15 to 30 Days	31 to 60 Days	More than 60 Days	Total
Immediate:	28 8.9%	20 6.3%	73 23.2%	58 18.4%	136 43.2%	315 100%
Within 10 Days:	73 6.3%	99 8.5%	251 21.7%	221 19.1%	514 44.4%	1158 100%
Total:	101 6.9%	119 8.1%	324 22.0%	279 18.9%	650 44.1%	1473 100%

January 6, 2014

Response Priority	0 to 7 Days	8 to 14 Days	15 to 30 Days	31 to 60 Days	More than 60 Days	Total
Immediate:	37 16.5%	21 9.4%	35 15.6%	59 26.3%	72 32.1%	224 100%
Within 10 Days:	85 12.7%	59 8.8%	171 25.5%	143 21.3%	212 31.6%	670 100%
Total:	122 13.6%	80 8.9%	206 23.0%	202 22.6%	284 31.8%	894 100%

The total number of pending referrals dropped by 39% (1473-894/1473.)

The number of pending referrals more than 60 days dropped by 56% (650-284/650.)

The number of pending referrals between 31 and 60 days dropped by 28% (279-202/279.)

This progress will need to continue until the number of referrals 31 days and older reflects only that number where contacts are being completed and further assessment is occurring. As that number approaches the increased compliance to new referral response timeframes will occur.

Other Successes/Promising Practices

PROBATION:

The department utilizes CWS/OIP funds to provide enhanced contacts and services to youth and their families for reunification purposes. During this timeframe, officers usually complete two to three monthly contacts per month with the youth and the reunifying party in hopes of positive outcomes. The period of available funds is usually from February to June 30 annually. These funds are also utilized to complete annual service provider inspections of all group homes programs in good standing with the department. In addition, funding provides Placement/FBHC officers the opportunity to come together on a monthly basis for attempts to locate youth who have absconded from the Court and Probation's supervision. Over the last year, these operatives produced approximately 10 arrests of probation foster youth whose whereabouts had been unknown.

CHILD WELFARE:

In 2013 Fresno County Child Welfare, with the support of Casey Family Programs and Hay Consulting, collaboratively worked to develop an Integrated Strategic Plan. In 2014 the plan will be completed and disseminated to staff and the community. Identified Outcome Targets will be addressed through the achievement of specified Strategic Goals, all within the continued implementation of the system wide Practice Model. With this framework in place it will be possible to effectively implement practice improvements system wide and impact partnering systems.

California Child Welfare Services Outcomes and Accountability Fresno County Data Report October 2013

CHILD WELFARE SERVICES PARTICIPATION RATES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Number of children < 18 in population	2012	275,524	276,363		Fluctuating	n/a		9,170,526
Number and rate of children with referrals	2012	19,081	69.4 per 1,000	69.3 per 1,000	Decreasing	Lower		53.1 per 1,000
Number and rate of children with substantiated referrals	2012	2,335	8.4 per 1,000	8.5 per 1,000	Stable	Lower		9.3 per 1,000
Number and rate of entries	2012	1,025	3.4 per 1,000	3.7 per 1,000	Fluctuating	Lower		3.4 per 1,000
Number and rate of children in care	July 1, 2013	1,723	6.2 per 1,000	6.2 per 1,000	Decreasing	Lower		5.8 per 1,000
SAFETY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Recurrence of Maltreatment (S1.1)								
S1.1 No Recurrence Of Maltreatment	07/01/12-12/31/12	1,003/1,113	89.2%	90.1%	Fluctuating	Higher	greater than 94.6%	93.1%
Maltreatment in Foster Care (S2.1)								
S2.1 No Maltreatment in Foster Care	07/01/12-06/30/13	2,656/2,676	98.77%	99.25%	Fluctuating	Higher	greater than 99.68%	99.68%
Child Abuse/Neglect Referrals with a Timely Response (2B)								
2B. Percent of child abuse/neglect referrals with a timely response (Immediate)	Q2 2013	843/858	98.5%	98.3%	Increasing	Higher		97.1%
2B. Percent of child abuse/neglect referrals with a timely response (10-Day)	Q2 2013	1,238/1,529	70.8%	81.0%	Fluctuating	Higher		92.4%
Timely Social Worker Visits With Child (2F)								
2F. Rate of monthly timely social worker visits with child (visits completed/months in care)	07/01/12-06/30/13	15,872/17,042	92.8%	93.1%	Stable	Higher	greater than 90%	93.3%
2F. Rate of monthly timely social worker visits with child occurring in the home (visits in the home/all visits)	07/01/12-06/30/13	13,644/15,872	76.9%	86.0%	Increasing	Higher	greater than 50%	76.9%
PERMANENCY OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Length of Time to Exit Foster Care to Reunification (C1)								
							Reunification Composite: 96.3	111.6
C1.1 Reunification Within 12 Months (Exit Cohort)	07/01/12-06/30/13	158/345	35.2%	45.8%	Increasing	Higher	greater than 75.2%	64.2%
C1.2 Median Time To Reunification (Exit Cohort)	07/01/12-06/30/13	345	14.4 Months	12.8 Months	Decreasing	Lower	less than 5.4 months	8.6 Months
C1.3 Reunification Within 12 Months (Entry Cohort)	01/01/12-06/30/13	89/317	26.0%	28.1%	Increasing	Higher	greater than 48.4%	37.7%
C1.4 Reentry Following Reunification (Exit Cohort)	07/01/11-06/30/12	56/670	8.9%	8.4%	Fluctuating	Lower	less than 9.9%	12.5%
Length of Time to Exit Foster Care to Adoption (C2)								
							Adoption Composite: 121.6	116.6
C2.1 Adoption Within 24 Months (Exit Cohort)	07/01/12-06/30/13	62/185	30.7%	33.5%	Increasing	Higher	greater than 36.6%	35.9%
C2.2 Median Time To Adoption (Exit Cohort)	07/01/12-06/30/13	185	29.5 Months	28.3 Months	Decreasing	Lower	less than 27.3 months	27.9 Months
C2.3 Adoption Within 12 Months (17 Months In Care)	07/01/12-06/30/13	124/630	22.2%	19.7%	Fluctuating	Higher	greater than 22.7%	20.8%
C2.4 Legally Free Within 6 Months (17 Months In Care)	07/01/12-12/31/12	36/481	5.6%	7.5%	Fluctuating	Higher	greater than 10.9%	8.5%
C2.5 Adoption Within 12 Months (Legally Free)	07/01/11-06/30/12	128/176	62.0%	72.7%	Fluctuating	Higher	greater than 53.7%	65.1%
Exits to Permanency (C3)								
							Long Term Care Composite: 100.8	112
C3.1 Exits To Permanency (24 Months In Care)	07/01/12-06/30/13	146/580	28.9%	25.2%	Fluctuating	Higher	greater than 29.1%	24.6%
C3.2 Exits To Permanency (Legally Free At Exit)	07/01/12-06/30/13	189/194	98.0%	97.4%	Fluctuating	Higher	greater than 98%	97.3%
C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)	07/01/12-06/30/13	78/115	66.4%	67.8%	Increasing	Lower	less than 37.5%	54.0%
Placement Stability (C4)								
							Placement Stability Composite: 98.7	101.4
C4.1 Placement Stability (8 Days To 12 Months In)	07/01/12-06/30/13	719/832	90.7%	86.4%	Fluctuating	Higher	greater than 86.0%	86.8%
C4.2 Placement Stability (12 To 24 Months In Care)	07/01/12-06/30/13	451/628	62.2%	71.8%	Increasing	Higher	greater than 65.4%	68.2%
C4.3 Placement Stability (At Least 24 Months In)	07/01/12-06/30/13	215/789	27.6%	27.2%	Stable	Higher	greater than 41.8%	37.8%
RESOURCE INFORMATION and COLUMN DEFINITIONS								
The information for this data sheet comes from the State published Fresno County Data Report of the time period identified in the title								
State published Fresno County Data Reports are available on line at: http://www.childsworld.ca.gov/PG1369.htm								
A composite score is a child welfare supervised estimate used in the CFSR2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county.								
Data Extract: The Year and Quarter of the time frame which pertains to the current data. A period of time between the report date and the extract date is needed to allow for data input at the local level and statistical compilation and validation at U.C. Berkeley								
Time Frame: Measures will have one of the following time frames: Calendar Year, 12 Month Period, Point-In-Time, Quarter (three months), Month								
Measure Description: The brief title for the data measure under consideration, further detail is available at http://cssr.berkeley.edu/CWSCMSreports/								
Number: The actual numbers for each outcome measure that lead to the stated rates the identified current period.								
Previous Years Rate: Data that is from an identical time frame 12 months prior to the data on the identified quarterly report								
Current Rate: Data that is from the Quarterly State Report issued on the month identified in the title of this page								
Current Trend: The relationship of the data from at least the last three identical time frames								
Directional Goal: Identifies which direction indicates a better experience for children on each measure								
Goal or National Standard: Some measures are associated with a National Standard by which the Federal Government reviews the progress of California as a whole or for others, California has set it's own numeric goal								
For questions regarding this information or other items related to data evaluation please contact:								
David Plassman, Outcomes and Accountability SWS for the Fresno County Department of Social Services at dplassman@co.fresno.ca.us								

California Child Welfare Services Outcomes and Accountability Fresno County Data Report October 2013

CHILD & FAMILY WELL-BEING OUTCOMES								
Measure Description	Time Frame	Number	Previous Year's Rate	Current Rate	Current Trend	Directional Goal	Goal or Nat. Standard	State Performance
Siblings Placed Together in Foster Care (4A)								
4A. Percent of children in foster care that are placed with ALL siblings	July 1, 2013	680/1,227	54.1%	55.4%	Increasing	Higher		52.6%
4A. Percent of children in foster care that are placed with SOME or ALL siblings	July 1, 2013	951/1,227	75.8%	77.5%	Increasing	Higher		72.8%
Foster Care Placement in Least Restrictive Settings (4B)								
Initial Placement (Entry Cohort)								
4B. Relative	07/01/12-06/30/13	59/777	12.0%	7.6%	Fluctuating	Higher		26.3%
4B. Foster Home	07/01/12-06/30/13	122/777	16.8%	15.7%	Decreasing	Higher		17.0%
4B. FFA	07/01/12-06/30/13	523/777	64.6%	67.3%	Increasing	Lower		43.6%
4B. Group/Shelter	07/01/12-06/30/13	44/777	2.9%	5.7%	Increasing	Lower		10.2%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	07/01/12-06/30/13	29/777	3.7%	3.7%	Stable	n/a		2.9%
Point in Time Placement (All Placements)								
4B. Relative	July 1, 2013	448/1,900	28.0%	23.6%	Fluctuating	Higher		35.8%
4B. Foster Home	July 1, 2013	127/1,900	7.5%	6.7%	Decreasing	Higher		9.2%
4B. FFA	July 1, 2013	700/1,900	35.4%	36.8%	Decreasing	Lower		25.8%
4B. Group/Shelter	July 1, 2013	85/1,900	4.0%	4.5%	Increasing	Lower		6.6%
4B. Other (Pre-Adopt, Guard, AWOL, Trial Visit, Other)	July 1, 2013	540/1,900	25.1%	28.4%	Increasing	n/a		22.5%
Rate of ICWA Placement Preferences (4E)								
4E (1) This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings as identified with ICWA eligibility ("y").								
4E. Relative Home	July 1, 2013	9/51	34.4%	17.6%	Decreasing	Higher		40.9%
4E. Non-Relative Indian Family	July 1, 2013	0/51	1.6%	0.0%	Decreasing	Higher		2.5%
4E. Non-Relative Non-Indian Family	July 1, 2013	37/51	62.3%	72.5%	Increasing	Lower		30.1%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2013	0/51	0.0%	0.0%	Stable	Lower		15.9%
4E. Group Home	July 1, 2013	4/59	1.6%	7.8%	Increasing	Lower		7.5%
4E. Other or Missing	July 1, 2013	0/59	0.0%	2.0%	Fluctuating	Lower		3.1%
4E (2) This measure reflects the percent of Indian Child Welfare Act eligible children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.								
4E. Relative Home	July 1, 2013	135/425	31.7%	31.8%	Increasing	Higher		36.9%
4E. Non-Relative Indian Family	July 1, 2013	0/425	0.3%	0.0%	Stable	Higher		2.2%
4E. Non-Relative Non-Indian Family	July 1, 2013	248/425	63.7%	58.4%	Decreasing	Lower		35.3%
4E. Non-Relative Ethnicity SCP Missing	July 1, 2013	4/425	0.0%	0.9%	Stable	Lower		13.4%
4E. Group Home	July 1, 2013	12/425	1.2%	2.8%	Fluctuating	Lower		6.1%
4E. Other or Missing	July 1, 2013	26/425	2.8%	6.1%	Fluctuating	Lower		6.0%
Rate of Timely Health or Dental Exams (5B)								
Rate of Timely Health Exams (5B) (1)	Q2 2013	1,209/1,422	91.3%	85.0%	Decreasing	Higher		85.8%
Rate of Timely Dental Exams (5B) (2)	Q2 2013	568/1,115	62.5%	50.9%	Decreasing	Higher		65.3%
Authorized for Psychotropic Medication (5F)								
Authorized for Psychotropic Medication (5F)	Q2 2013	245/1,874	14.3%	13.1%	Decreasing	Lower?		12.9%
Individualized Education Plan (6B)								
Individualized Education Plan (6B)	Q2 2013	131/1,640	9.8%	8.0%	Decreasing	Lower?		7.2%
Children Transitioning to Self-Sufficient Adulthood (8A)								
Number of Children Transitioning to Self-Sufficient Adulthood with:								
8A. Completed High School or Equivalency	Q2 2013	1/4	20.0%	25.0%	Fluctuating	Higher		48.8%
8A. Obtained Employment	Q2 2013	0/4	0.0%	0.0%	Fluctuating	Higher		20.8%
8A. Have Housing Arrangements	Q2 2013	1/4	100.0%	25.0%	Increasing	Higher		83.3%
8A. Received ILP Services	Q2 2013	1/4	80.0%	25.0%	Fluctuating	Higher		82.9%
8A. Permanency Connection with an Adult	Q2 2013	1/4	80.0%	25.0%	Fluctuating	Higher		88.4%