California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☐ Progress Report ☑

County	Placer County
SIP Period Dates	May 15,2013 – May15,2018
Outcome Data Period	January, 2014
County Child Welfare Agency Director	
Name	Richard Knecht
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Phone Number	(530) 889-6704
Mailing Address	11716 Enterprise Dr. Auburn Calif., 95603
County Chief Probation Officer	
Name	Marshall Hopper
Signature*	
Phone Number	(530) 889-7915
Mailing Address	2929 Richardson Dr. Suite B Auburn CA 95603
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Tom Lind
Signature*	
Phone Number	(530) 889-6752
Mailing Address	11716 Enterprise Dr. Auburn Calif., 95603
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Logged and received 6/26/14 RK

RECEIVED JUN 2 0 2014

Contact Information

Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau
Attention: Bureau Chief
Children and Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814

*Signatures must be in blue ink

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Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	Logged and received 6/26/14
	Mailing Address	RECEIVED JUN 2 6 2014
CAPIT Liaison	Name	Tom Lind
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California - Child and Family Services Review

Annual SIP Progress Report

May 15, 2013 to May 15, 2018

CDSS
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

Rev. 12/2013

Table of Contents

INTRODUCTION.....PAGE 2

SIP NARRATIVE .....PAGE 2

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES ..... PAGE 12

ATTACHMENTS

FIVE-YEAR SIP CHART .....ATTACHMENT 13

Introduction

The Placer County Children's System of Care is pleased to report significant progress on addressing the goals enumerated in its 2013-2017 System Improvement Plan (SIP) for Child Welfare and Probation Placement Services. Year One (May 2013-April 2014) of the SIP was spent clarifying, refining, and implementing the Strategies and Activities included in the 2013-17 SIP. Diverse work teams of Placer stakeholders, including representatives of child welfare services, probation and community partners, were assigned to implement each strategy. As they reviewed their roles and the work, many teams discovered that some of the initial activities and timelines required clarification and structure. The teams spent substantial time clarifying and re-working the activities and due dates; all of these changes are reflected in SIP Progress Report Section C: Narrative Status of SIP Strategies and Action Steps: CWS/Probation and Section J: The CWS/Probation Matrix. Once the activities were clarified, implementation rapidly followed. As described in Sections C and J, most initial action steps have been completed, and teams are now working to develop evaluation and tracking systems to ensure that activities are being implemented as planned.

During Year 2, we will ask teams to continue reporting bi-monthly both on the progress of implementation and on data they are collecting to measure their efforts. We also expect to start seeing improvement in our SIP Priority Outcome Goals, as these efforts are fully implemented.

Overall, 2013-14 was a year of recovery and re-building for the Placer County Children's System of Care after four years of severe economic downturn and significant reductions in human resources. Some positions that had remained vacant during several years of budget cuts were re-filled, and new social workers continue to be hired and trained. As the department returns to a more appropriate level of staffing, we expect our SIP efforts to accelerate and our results to improve.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Placer County held monthly meetings with all stakeholders involved in implementing the SIP strategies to review progress on SIP Improvement Goals, Strategies and Action Steps. In addition, teams of stakeholders are assigned to design and implement each SIP Strategy. During 2012-13, over 30 representatives of CSOC, Probation and non-profit organizations participated in these meetings. They included:

Children's System of Care: Child Welfare Services	CWS managers, and supervisors and social workers from ongoing teams, adoptions, Family and Children's Services and the Emergency Shelter	16
Children's System of Care: Probation	Probation Manager and Deputy Probation Officer	2
Community Partners/Non-Profit Organizations	Sierra Native Alliance Latino Leadership Council KidsFirst (multi-service program serving children and families) Placer Kids (Foster Care Agency) Child Advocates of Placer County Mental Health America Unity Care (serves older youth)	9
California Department of Social Services	Placer County Liaisons	2

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Priority Outcome Measure	National Standard	Baseline Performance	Target Improvement Goal	Current Performance (January report)
C4.3 Placement Stability (24 months in care)	41.8%	28.6%	41.8%	17.5%[1]

Performance on C4.3 has steadily declined since 2011. January data indicated that Placer County had 57 children in placement for 24 months or longer; only10 met criteria of two (2) or fewer placements. In order to have met the Federal standard for this measure, Placer would have to have had 24 children in two (2) or fewer placements.

Over the past year, Placement Stability outcomes have been strongly affected by ongoing challenges in recruitment of foster parents. We have found that traditional methods for foster parent recruitment have not been as effective in recent months, either in Placer County or in the region. In Placer, even though our Foster Parent Orientation classes are well-attended, the follow-through on the part of families has been poor. Additionally, the Placer Kids Collaborative, a joint effort of Sierra Forever Families and CSOC, which recruits foster families and conducts adoptive home studies, has seen a nearly 100% turnover in staff, including leadership. Staff turnover has drastically reduced both recruitment efforts and options for placement with the agency. Current licensed Placer Kids families have also been affected, through reduced support from Sierra staff, and the philosophy that a family needs time to grieve

[1] All data in this report, unless specifically identified as SafeMeasures, is drawn from the January, 2014 data report from CDSS/UCBerkeley California Child Welfare Indicators Project. Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J. (2013). *Child Welfare Services Reports for California*.University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

[2] There is a small potential sampling error in the methodology for this measure that could result in children less than age 2 being included in the sample as well as children born mid-year who have not actually been in for the full 24 months.

and recover from the loss of their foster child before another child is placed with them. These staffing issues are slowly improving through new hires and improved agency organization and oversight. In a separate effort to improve placement stability, Placer has placed a renewed emphasis on Family Finding. The county has recently hired a part-time Family Finder to actively search for potential kinship placements, and has contracted with a private agency to locate kin and NREFM for our dependent children, beginning July 1. In addition, Placer staff has met with all Foster Youth District Liaisons (FYDL) to raise consciousness within local school districts about the need for foster families. Finally, internal monthly meetings are convened by our Emergency Shelter manager to review and improve recruitment efforts.

Priority Outcome Measure	**National Standard**	**Baseline Performance**	**Target Improvement Goal**	**Current Performance (January report)**
2C. Timely Social Worker Visits with Child	90%	78%	90%	79.9%

Although the data from the January SafeMeasures report[2] indicates that social worker visits with the child dropped to 79.9% in January 2014, monthly SafeMeasures data reports monthly average contacts percentage at 87.6%. We believe that this disparity is largely due to delayed data entry by social workers, since the measure for each month usually increases back through six (6) to eight (8) months.

In addition, delays in case closure affect this measure. When cases are not closed in a timely manner following the termination of dependency by the Juvenile Court, missing contacts continue to be recorded in CWS/CMS. We also found that some adoption cases were not closed in a timely manner following ultimate termination of dependency, due to a key staff worker's medical leave.

A new policy regarding timely social worker contacts was instituted February 24, 2014. This policy mandates the social worker to enter all deficient contacts, and request supervisory approval for closure within a two-week period following the court termination of dependency. Supervisors will have two weeks to review the case for appropriateness for closure, including required contacts entry, and approve the closure in CWS/CMS. The policy also addresses case closure by adoptions clerical staff.

Another very recent issue discovered that might affect Measure 2C is delays or inaccuracies in updating the service component of the case in CWS/CMS. Different service components may determine the number of required social worker contacts on a monthly basis. For example, the emergency response (ER) service component requires up to 3 contacts per month. If the case moves forward through different service components without being changed from ER, this could

[3]. Measure 2C, Timely Social Worker Visits with Child is no longer a Federal measure and has been discontinued by UC Berkeley (UCB). Therefore, statistics for this measure are from Safe Measures. SafeMeasures does not use the exact formulas for calculation as used by UCB and, subsequently, results varied between the two (2) data sources when UCB used to run this measure. *Children's Research Center SafeMeasures®Placer County (AB636 Measure 2C: Social Worker Contacts), 24 March 2014, from children's Research Center website. URL: https://www.safemeasures.org/ca/*

affect 2C negatively. Efforts are currently underway to train all new Placer social workers regarding best practices in this issue and rectify the situation as soon as possible.

Priority Outcome Measure (Probation)	National Standard	Baseline Performance	Target Improvement Goal	Current Performance (January report)
4B: Least Restrictive Placement	None	95% placed in group home; 5% in foster home	No more than 50% probation youth (IVE) in group home care; at least 50% in relative, NREFM or foster care homes	90.9% in group home

During the January 2014 Performance Review Period, Placer County Probation had 11 youth in Title IVE placements. Due to the very low level of youth in placements, any and all changes create a significant swing in the outcome. Therefore, the current data cannot be relied upon as showing any true change in trend. It is still the goal of Probation leaders to see that at least 50% of youth placed in Group Homes, are in a sub level 12 placements. In addition, Probation will be addressing a recent trend in which parents have appeared in court refusing to allow their children to come home forcing the Court to make an out of home order to best serve the interest and safety of the youth.

Priority Outcome Measure	National Standard	Baseline Performance	Target Improvement Goal	Current Performance (January report)
4E: Placement of American Indian Children	None	6% of Native foster children are placed in Native relative placements	Increase the percentage of Native children who are correctly identified in the CWS/CMS from 75% to 85% by year 3 Increase % of Native relative placements for Native children to 30% by end of year 5 Increase # of Native placement homes from 2 to 10 by end of year 5.	We have had an increase from seven (7) to 15 for ICWA eligible children placed with relatives between the baseline (SIP) and January 2014, for a 114% increase. For Multi-Cultural American Indian children in placement, baseline was 28 placed with relatives and in January 2014, we had 35 children in relative placement for an increase of 31.4%.

Goal 1: This goal is not specified in a measurable form and will need to be redefined. Even if we do see a change in children with a reported primary or secondary ethnicity as Native American or American Indian, we have no way to determine the cause of the increase, *i.e.*, either they are "correctly identified," or we have had an increase in reported child abuse for a specific

population. CSOC, along with the two Native American Services agencies located in Placer County, Sierra Native Alliance (SNA) and United Auburn Indian Community (UAIC), are fully aware of the need for foster homes for Native American dependents. The UAIC have two homes for dependent children that are within their tribal jurisdiction and for their registered members. The SNA has discussed the matter within their community but no potential foster families have been forthcoming. Advertising for foster families was changed from featuring young Caucasian children in the marketing to using children of color and teenage youth to promote awareness of the need for foster homes for children in that subclass.

Goal 2: This goal is a changing target. Reports from UC Berkeley provide quarterly point-in-time measures for both ICWA eligible children as well as Multi-Cultural American Indian children. The improvement in this measure is likely due to recent attention over the past two years to more accurately identify Native children and increased efforts by the department to place them in relative homes.

STATUS OF STRATEGIES

Strategy 1: Implement/Expand Family Finding Efforts

All action steps are either completed or on track. Action Step C, to research and purchase family-finding, was changed due to a departmental decision to handle family finding for all CWS and Probation Placement through an outside contractor. The contract will be implemented July 1, 2014.The completion date for strategy F2 (track CWS data) was changed to align with F1.

Since the new family finding efforts are just getting underway, we cannot yet comment on the effectiveness of the strategy. We anticipate the usual barriers in this area, notwithstanding the new vendor services.

Strategy 2: Increase the Number of New Resource Families in Placer County Serving Youth 12-16, Probation Youth, Native Youth and Youth with High Needs, as Well as Those Living in the Tahoe Area

Strategy 2 was created to recruit quality families throughout Placer County that will care for youth ages 12-16. All action steps regarding recruitment efforts have been implemented, although results have yet to be seen due at least in part to the lag time between recruitment and licensing. Studies show that families will think about foster care for at least a year before actually committing to care provision. Once families begin the application process, it can take up to 6 months or longer to get them trained and licensed. All applying families are referred to Placer Kids, our collaborative partner, to receive a full adoption home study with the philosophy that all families may continue on to be permanent families. The licensing and home study process occurs concurrently, and the home is fully licensed when the home study is complete. However, with the recent deficit in Placer Kids staffing, we have several families sitting in the queue for home study completion. This agreement may need to be re-examined with Placer Kids, should their staffing challenges continue. The county does not have funding for a full time recruitment staff, but the staff is going out to schools and other agencies to promote foster care.
2E: Was added in October, 2013 and completed by the end of 2013, required all resource families to receive training in trauma-informed care. Organizational barriers include the lack of recruitment staff and funding for advertising, as well as the time it takes to get families licensed, either by the family's own lack of effort or the challenges with the partner agency.

Strategy 3: Expand Youth Involvement in Placement Finding/Matching
Strategy 3 Action Steps were changed and delayed to clarify the actions needed to expand youth involvement in placement finding and matching.

3A: The completion date was changed to develop a better referral process to the program. It was decided that the shelter placement staff will refer all youth 12 or older, and include information about their pending placement status and/or placement options already discussed and decided, as well as the youths' "triggers." Using this information, the Youth Coordinators can tailor their approach to a youth's unique needs and still get the youth's input about placement needs.

3B: The second training has been delayed to "bundle" training on the process with information on the School Connect program.

3C: The action step was changed to refine and clarify the information to be collected, and to set up the needed tracking systems. In addition, we added an element to determine participants' length of stay at the shelter because there is anecdotal evidence to support this hypothesis. We also added the practice of youth selecting their ***top three priority needs for placement*** to the process, and the shelter staff will adjust their database to track this.

3D: This has been completed but is ongoing as we expand this program to meet the demand as well as have staff transitions.

3E: This is completed and ongoing.

3F: This activity was delayed due to budgetary constraints. The program is actively seeking additional funding opportunities to increase staff.

3G: As the program moves forward, it may need to be adjusted as the number of available homes rise and fall. If placements are not available, the process may not be beneficial to youth.

3H: The original action step was duplicative. The new step was developed by peer and shelter placement staff. Implementation is on hold until there is more peer staff capacity.

Strategy 4: Develop a Peer-to-Peer Mentoring Program for Resource Parents to Retain Quality Families and Increase Placement Stability of Youth
The timelines of Strategy 4 have been pushed out to 2015 to reflect the time it takes to recruit, train and license. At this time we have 5 County Licensed families that will foster youth 12-16, three of whom are new and two who are not willing or appropriate to serve as mentor families. The hope is that by next year we will have more families licensed who have enough experience to mentor families with teens.

Strategy 5: Increase Training and Support Opportunities to Relative and NREFM Caregivers
After beginning the most recent SIP, the department became aware of a new law that will change the way the counties will approve caregivers. The Resource Family Approval Program (RFA) will require the same set of standards for relatives, foster, non- related extended family members (NREFM) and adoptive homes. Five counties are currently piloting the program, which will be

implemented statewide by July of 2017. Under the new guidelines, the relatives and NREFM families will be required for the first time to attend an orientation and training. The SIP strategies 5A – 5E were replaced with the following new strategies:

5A: Which requires relative/NREFM families to attend orientation, will enable the department to inform these caregivers of available supports and training, under the principle that a better-informed caregiver enhances placement stability.

5B: Requiring caregivers receiving special needs increments to get training applicable to the needs of specific children, was added to encourage our Relative and NREFM to be better trained to manage the challenging behaviors of the children/youth placed in their homes, thus encouraging better placement stability.

5C: Adding a requirement that concurrent families provide respite or temporary foster care while their home study is underway, was added because we noticed some of our families had no parenting experience, or their children had not ever had to share their parents with other children. This had caused some disruptions. Given the opportunity to do some short term caregiving without having to make a commitment to the child would give the caregivers the chance to see how their family could accommodate more children. This experience would help the Social Worker who is writing the home study to evaluate the family's ability to care for additional children.

Studies show that good training, support and experience set the stage for placement stability. The Department will review placement stability statistics from the UC Berkeley Website and CWS/CMS on a quarterly basis to see if there are improvements. We will review placement stability by age of child, and caregiver category. Team Decision Making Meetings (TDM) will continue to be utilized to put supports in place to preserve placements.

Some possible barriers to future implementation could be getting policies written and approved within the time frames and all workers trained and familiar with the new policies.

Strategy 6: Develop and Implement a Policy to Close Cases in a Timely Manner When Dependencies are terminated

6A: Is new policy, drafted and adopted February 25, 2014, requires staff to close and submit cases to their supervisors for approval within two weeks of termination of dependency. Adoptions staff must also provide e-mail notification to adoptions clerical, supervisory and management staff that the case is ready to be closed. Supervisors are directed to close the case within two weeks of receipt from the social worker, after reviewing the contacts section for completeness. Adoptions clerical staff must also close cases within two weeks of receipt.

In addition, the policy details procedures for appropriate visitation of minor clients, including visiting in the home in which the minor resides (foster home) at least 51% of the time, and allowing minors the opportunity to speak with the worker privately during the visit. Policy dictates that the social worker must enter the contact in CWS/CMS within a 2-week period of having conducted the visit.

6B: The new policy was approved by Management Team February 25, 2014.

6C: The tracking and reporting process is currently in development; it is expected to be completed by the end of March, 2014. *Cases of dependencies terminated by the court are tracked by this writer (court unit and SIP manager) reviewing each individual case court note. These notes are taken in open court by the department court liaison, and reflect current direction from the court to the assigned social worker, parties present in court, new circumstances of case, etc, as well as future court dates or dismissal of the dependency matter. The CSOC ITT generates a list of case closures made by team supervisors from CWS/CMS. The lists are cross-checked, and a reminder e-mail is sent to the supervisor by this writer if a case remains open outside of the timeframe as set forth in the policy. This procedure should assure that cases are closed in a timely manner so that monthly contacts do not become deficient.*

6D: Supervisor training on the new policy is scheduled for March 25, 2014. *The training did occur as planned on March 25th, 2014.* Supervisors *were* informed as to the tracking process for case closure, *in the effort of maintaining timely monthly contacts requirements*. In addition, supervisory staff has been advised to instruct staff to use the actual date of case closure when supervisory approval is made for end-dating a case, not the date the supervisor approves closure, *in case they are delayed in the process.*

Strategy 7: Establish an Implement a Policy on "Protected Time" for Ongoing Social Workers to Facilitate Completion of Paperwork and Court Reports in a Timely Manner

Strategy 7 has been removed. Managers and supervisors believe that a policy of protected time will not be needed if cases are closed and contacts recorded in a timely manner. In addition, supervisory staff expressed concerns that formally structuring protected time would be nearly impossible due to the myriad and unexpected demands of the ongoing duties. The supervisors committed to working with each individual in supervision about the necessity for creating their own "protected time", and "budgeting" protected time into their schedule. Supervision will also include emphasizing the entry of the requisite contacts into CWS/CMS and notifying staff that this activity would be monitored.

Strategy 8: Develop and Implement an Accountability Tracking and Reporting System for the Native Services Policy

8A: We have developed a PDSA (Plan, Do, Study, Act) to enhance and improve the process of ensuring that staff/the courts/ and others in CSOC identify, and refer to Sierra Native Alliance (SNA) for services. The court liaison is writing e-mails (via clerical staff) to workers as the cases come through court. Clerical staff is keeping a database for these cases to send reminders get referrals in, in a timely manner. This process should begin to produce results presently.

8B: Child Welfare Manager is meeting with each worker individually to go over the Native Services Policy, and discussing the process and the expectations. Manager has met with 9 of 12 workers, and should have no problem meeting this deadline.

8C: Compliance will be reported in Cultural and Linguistic Competency meetings as well as monthly management meeting with Sierra Native Alliance. Manager attended first CLC meeting on March 11.

Strategy 9: Increase Staff and Provider Capacity to Serve the Native and Latino Populations
Build stronger relationships with non-profits and tribes and serving Native and Latino children and families

9A: Significant progress has been made on this action step. The CSOC Manager worked with Personnel to add two questions to the practitioner supplemental questionnaire:
Do you have experience working with Native populations?
Do you have interest in working with Native populations?

In addition, during the past six months, the CSOC/Manager successfully recruited two bi-lingual workers, one for Family and Children's Services and one for the ongoing Child Welfare team.

9B: The CSOC Manager has joined the Cultural and Linguistic Competency Committee and will report on efforts to enhance and improve culturally relevant services. There are also some formative plans to meet with Placer's Adult System of Care to coordinate Native service efforts.

Strategy 10: Expand Use of Juvenile Assessment Intervention System (JAIS)
Strategy 10 has been implemented, except for training Juvenile Detention Facility staff. The JAIS tool will assist Probation in offering the appropriate level of services to the youth adjudged a Ward of the Court. The tool will assess and categorize a youth's risks, offer suggestions for services and ensure that a youth is not over or under-serviced. This tool will allow Probation to develop a strategy for the youth more quickly than the standard period of engagement, thus leading to better outcomes and fewer placements. Probation continues to work with the JAIS provider to look at caseload management to ensure that we are using their tool as effectively as possible and making appropriate changes to our caseloads and staffing. Challenges encountered during this process include availability of staff for the length and intensity of the training as well as the intrinsic issue of implementing a new policy and procedure.

Strategy 11: Review Probation Placements Regularly to determine if Youth are or Continue to be Placed in the Least Restrictive Appropriate Placement.
Above and beyond tracking the levels of care we will also look at ways Probation can mitigate risk to the youth, family, and community to reduce the length of stay or reduce the level of care. Tracking efforts to permit youth "step down" will be integral to this strategy. Current challenges include the low number of youth being ordered to placement, and new issues in which families are opposed to having their child return home even if the risks are mitigated. One factor that we had not fully accounted for is the will of the parent to not allow their child to return home. These cases are occasionally referred to Child Welfare depending on appropriateness and circumstances.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION
INCLUDED IN SECTIONS B AND C

PROMISING PRACTICES/ OTHER SUCCESSES
The Placer County Children's System of Care (CSOC) has always been on the cutting edge of collaboration and efficient and timely services delivery. County professional personnel are housed under one roof and are functionally, fiscally, and physically co-located to provide effective services delivery. Placer CSOC has a state waiver to the Welfare and Institutions Code

to blend programs and budgeted funding, and a unique Unified Service Plan for all families in our system. The waiver is renewed every five years.
The CSOC is following the CCR, however since group home placement rates are among the lowest in the state, no adjustments to practice are perceived to be necessary. Strategy #11 of the SIP details Probation's efforts to "step-down" youth in residential placements by instituting a six month internal review for every youth in placement.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Placer County is not meeting state or national standards on three outcome data measures not included as priority goals in the 2013-17 SIP. After further review of Q3 2013 data, Probation has found that any underperformance can be directly attributed to data issues within CWS/CMS. It would appear that nearly 40 youth are assigned to Probation in CWS/CMS and are reflected to be in Title IV-E placements. A manual analysis finds that the correct number should reflect approximately 10 youth. Probation has worked diligently to close cases in CWS/CMS, and over the past several months has found that cases have both re-opened in the system without explanation, or have been opened by Eligibility for the sake of tracking other services/funding. Further, Probation has been working with our in-house CWS/CMS Information Technology (IT) staff to go back through and correct these errors. Service tickets have been submitted to the Help Desk in Colorado for assistance with this recurring problem. Probation and IT have been working on this issue for over two years and will continue to monitor the issue until it is resolved. Probation believes that this issue is the sole reason for underperformance in C1, C4.2, and 2f. Additionally, C2 and C3 are not measures that apply to Probation according to the CWS Outcomes System Summary.

S1.1 No Recurrence of Maltreatment – 6 Months

Placer County has hovered close to the Federal standard of 94.6% for the past two years, surpassing it between January 2012 and June 2012, but falling below the standard during the past three reporting periods, to a low of 89% of the children between October 2012 and March 2013. During the reporting period, a reorganization of the Differential Response program administered by the Child Abuse Prevention Council was underway. As a result of this reorganization, we expect more services to be provided by community agencies to families whose children are at risk of abuse or re-abuse, before the child meets the risk threshold for detention. These services may also prevent parental relapse for substance abuse, found during a previous SIP to be strongly related to both Recurrence of Maltreatment and Re-entry to foster care.

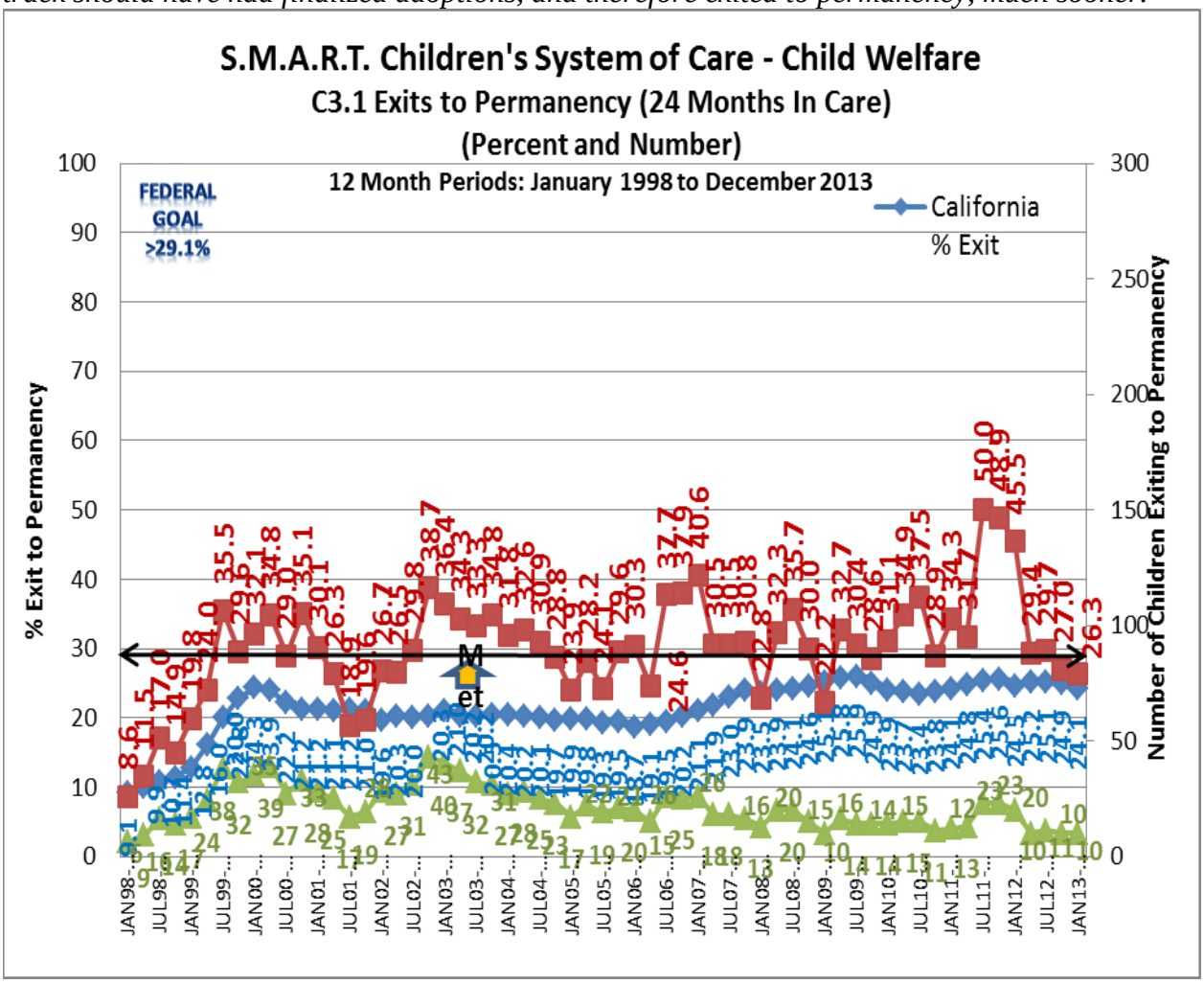
C1.4 Rate of Re-entry into Foster Care – Exit Cohort

Placer County continues does not meet the Federal standard of 9.9% for this measure. During the last reporting period, October 2011 – September 2012, 23 children, or 20.5% reentered foster care. This issue may be directly related to recurrence of maltreatment. We plan to continue periodic chart reviews to identify which children are returning to foster care and why. The reorganization of Differential Response noted above should also reduce the rate of re-entry. Finally, we are promoting consistency among workers, and encouraging staff to work closely with county counsel in determining consistent responses to similar situations.

C3.1: Exits To Permanency (24 months in care)

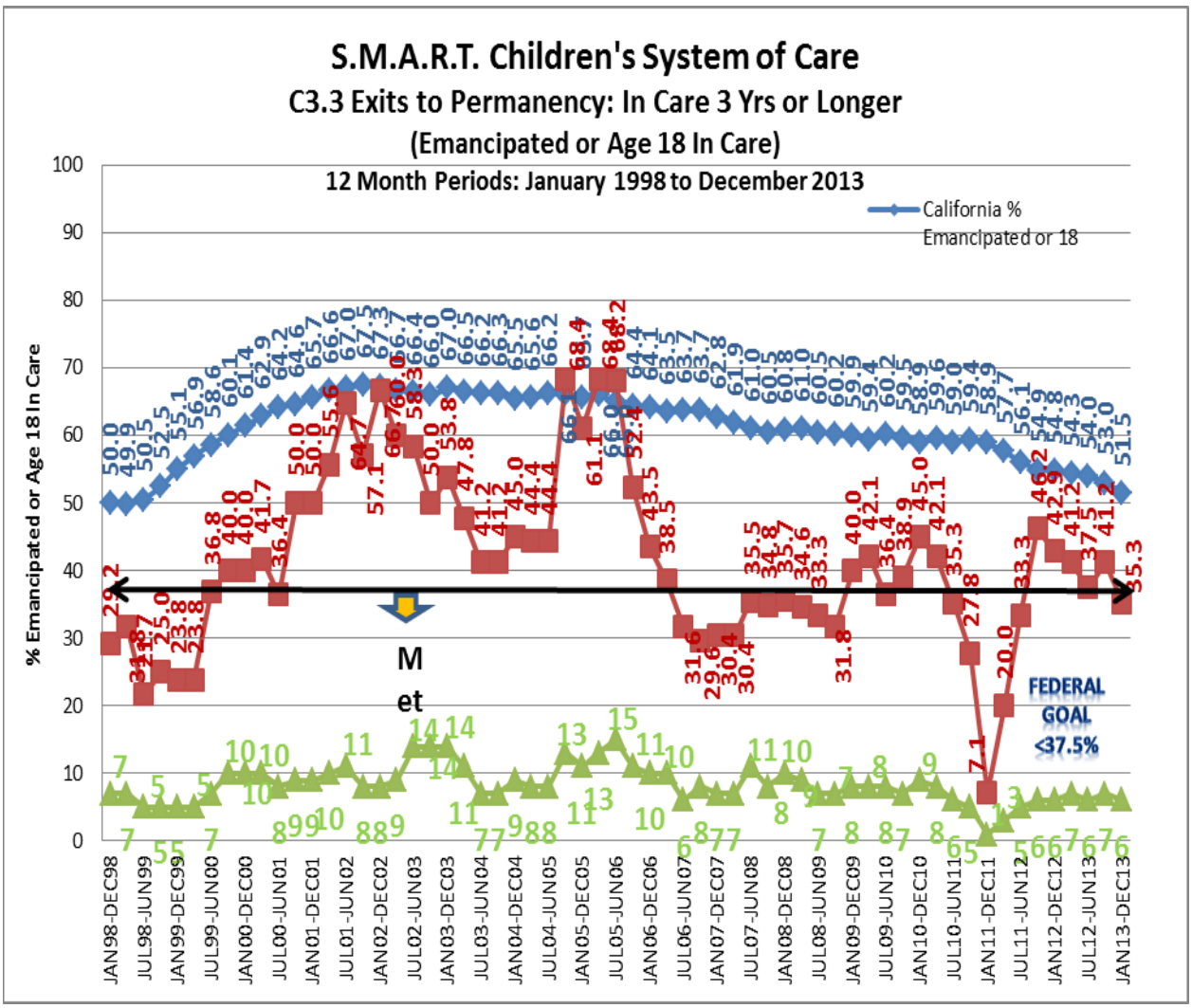
Placer County has ranged between 10 and 43 children who meet the criteria for inclusion in this measure, *ie.* children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. Since January 2000, Placer has exceeded federal standards for this measure 36 out of the 53 measurement periods, for a goal achievement rate of 67.9%. Typically, when the numbers of children in this measure are higher,

Placer tends to have higher percentages meeting this goal. At the time of this report, Placer had 10 children in this measure and fell to 27%, the first time in eight (8) measurement periods that Placer did not meet or exceed the federal standards. *Possible reasons for this may be due to Placer's partner agency, Sierra Forever Families, experienced a large loss of professional staff, prior to Q3 that conducted the adoption home studies. These minors in the adoption permanency track should have had finalized adoptions, and therefore exited to permanency, much sooner.*



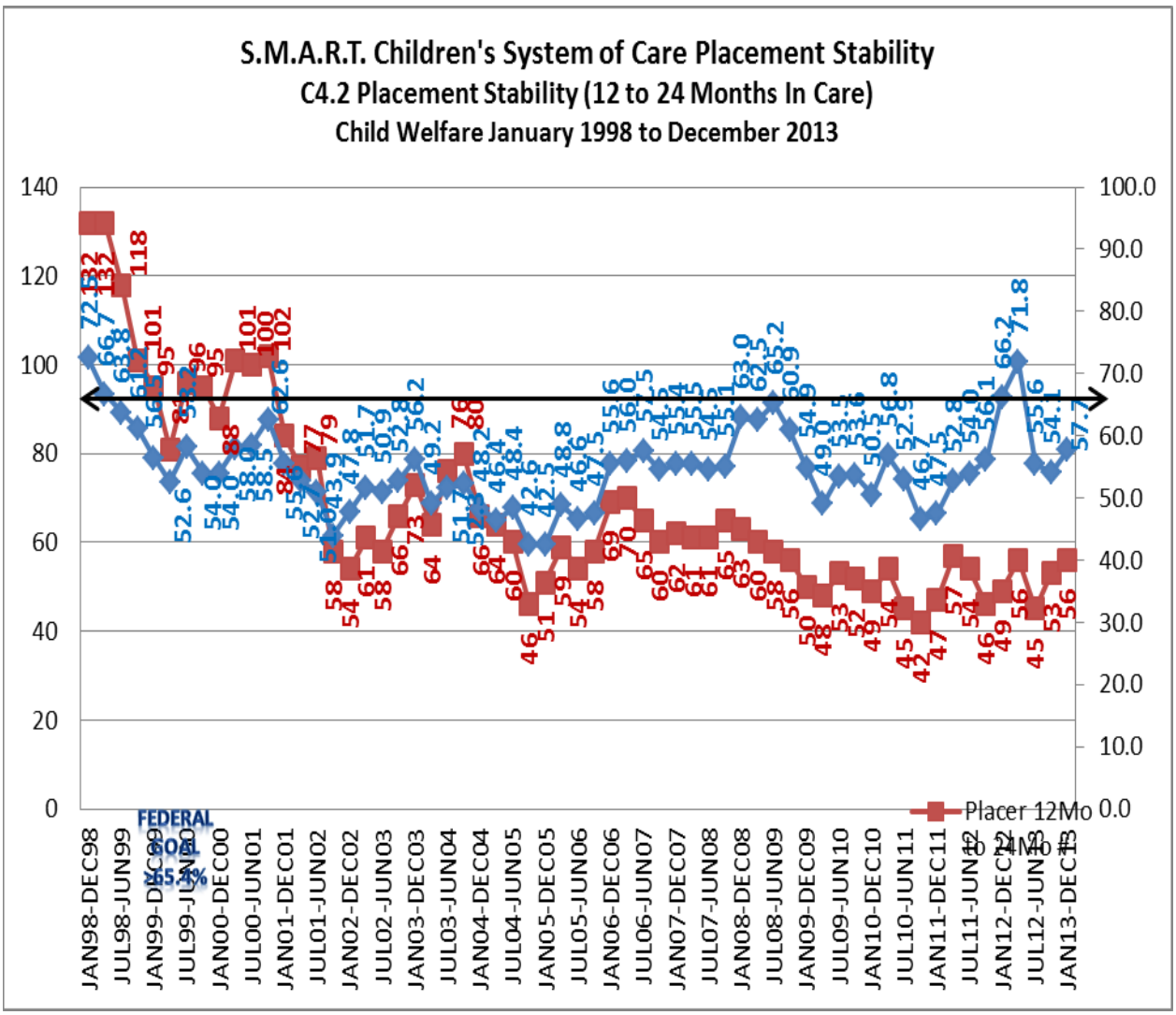
C3.3: In Care 3 Years or Longer (Emancipated or Age 18 in Care)

The small numbers of children in this measure for Placer County makes analysis for the measure difficult. Fluctuation of one (1) child makes the difference between meeting and not meeting federal standards, as demonstrated by the 37.5% (Federal Standard) in the January 2012 to December 2012 period, the 41.2% in the July 2012 to June 2013 period and the 35.3% in the January 2013 to December 2014 measurement period.



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

This measure has consistently been difficult to achieve. Since about 2009, Placer typically has between 45 to 55 children included in this measure as in-care 12 to 24 months and ranges between a low of 46.7% with two (2) or fewer placements to a high of 71.8%. There are a number of variables that may contribute to the difficulty in reaching this goal, some of which are discussed in Placer's Priority Outcome Measure: C4.2 Placement Stability (24 months in care). However, we also have to remember that the placement stability measures are all interconnected such that, if a child has more than two (2) placements in measure C4.1 Placement Stability (8 days to 12 Months in Care), and continues in placement for longer than 12 months, they will continue to contribute to failure to meet federal standards for the remaining two (2) time periods for this composite measure for as long as they remain in placement. As such, Placer's own policy may contribute to the failure on this, C4.2 measure. Placer often uses an emergency shelter care at the time of initial placement. The goal of the shelter care is to actually improve placement stability by providing time for family finding, including "matching" the child's needs, concerns and wishes with the foster family. This process meets the requirements for a placement and counts as one (1) of the child's placements for the stability measures. Since placement in the emergency shelter is not intended to be a permanent placement for the child, it becomes a placement failure for the stability measures.



2B Timeliness of Response (10-Day Response)

The State standard for this measure is > 90%. Placer County has reported less than the State standard on this measure for the last three (3) reporting periods (Q1, Q2 and Q3 of 2013). We believe that errors and delays in data entry, not an actual lack of response, account for failure to meet the state standard during the past year. We are working to correct these issues. Training is underway and ongoing to ensure that staff knows how to enter the data correctly and within mandated timelines. Delays in entering data may also be the result of staff vacancies, which continued to fluctuate throughout the reporting period. Staffing is full and stabilized at this time.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE/PROBATION PLACEMENT INITIATIVES

The Placer County Children's System of Care encompasses both child welfare and probation placement services. All efforts are undertaken jointly, and representatives of both services have been included in the monthly SIP progress meetings.

Implementation of Other State or Federal Initiatives

Placer County Children's System of Care has formally implemented the Dependency Mental Health Program in response to the Katie A. lawsuit and the new requirements for screening, assessment and provision of mental health services for dependent children. It should be noted that the Placer CSOC, being an integrated System of Care, assessed and delivered mental health services to dependent youth prior to the Katie A. settlement as part of normal business practices.

All children entering the child welfare system participate in a screening. The Program was developed on a 3-tier model, allowing for specific mental health case management for dependent children who meet the criteria for specialty mental health services as determined by the initial screening.

In December 2013, the program was extended to all children already in the dependency process. 100% of our dependent children should have been screened by now, and if assessed as appropriate through the screening process, they are receiving the necessary level of mental health services to meet their mental health needs.

National Resource Center Training and Technical Assistance

Placer CSOC has assumed models from the National Clearinghouse, implemented the Trauma Informed Care training, and utilize the model and philosophy in our daily practice.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (24 months in care)

National Standard: 41.8%

Current Performance:

Target Improvement Goal: The county will improve performance on this measure from 28.6% to the national standard of 41.8%.

Priority Outcome Measure or Systemic Factor: 2C Timely Social Worker Visits with Child

National Standard: 90%

Current Performance: 78%

Target Improvement Goal: 90%

Priority Outcome Measure or Systemic Factor: 4B: Least Restrictive Placement

National Standard: None

Current Performance: 95% placed in group home; 5% in foster home

Target Improvement Goal: No more than 50% probation youth (IVE) in group home care; at least 50% in relative, NREFM or foster care homes

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Priority Outcome Measure or Systemic Factor: 4E: Placement of American Indian Children

National Standard: None

Current Performance: 6% of Native foster children are placed in Native relative placements

Target Improvement Goals:

1. Increase the percentage of Native children who are correctly identified in the CWS/CMS from 75% to 85% by year 3
2. Increase % of Native relative placements for Native children to 30% by end of year 5
3. Increase # of Native placement homes from 2 to 10 by end of year 5.

SIP CHART

Strategy 1: Implement/Expand Family Finding Efforts	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C.4.3 Placement Stability 4B Least restrictive placement 4E Placement of American Indian children
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Establish Juvenile Probation Policy, Procedures and Timeline to Expand Family Finding Efforts, Including: • Interviewing youth and all available family members prior to placement by Intake Deputy Probation Officers (DPO). • Interviewing youth and all available family members every six months while in placement by WRAP and Placement DPOs • Re-assessing Family Finding information whenever TILP or case plan is updated for current or previous placement youth	~~6/30/13~~ ***2/28/14*** ***Completed***	Managing DPO
B. Train all DPOs in Family-Finding Procedures	9/30/13 ***Completed, Ongoing***	Managing DPO
~~C. Research available programs to determine cost, applicability to Placer's CWS and Probation needs. Purchase/contract program~~ C. *In Coordination with CWS, Contract with a Family Finding Agency to Handle Family Finding Activities.*	~~8/31/13-11/30/13~~ ***7/1/14***	Probation and Placement Program Manager
D. Implement First Phase of Program for Youth 12-16, for Native Homes and Homes Willing to Serve Probation Youth	9/30/14	Placement Recruitment Team
E. Implement Program Countywide for all Dependents	9/30/15	Placement Recruitment Team

F1. Probation & CWS: Track results of Family Finding Program; Report Quarterly • The number of DPOs and SWs using the program en required • The number and percentage of youth served by the program • The number and percentage of youth, by age and ethnicity, placed in a family identified by the family finding program • The number and percentage of CWS and probation youth, by age and ethnicity who remain in the placement for duration of placement episode.	9/30/15	Probation CWS Family Finding Staff Foster Care Licensing

Strategy 2: Increase the Number of New Resource Families in Placer County Serving Youth 12-16, Probation Youth, Native Youth and Youth with High Needs, as Well as Those Living in the Tahoe Area. (Children with High Needs are Defined as Those Children who have Social/Emotional/Behavioral Problems, or Medical Issues, That Would Require Care and Supervision Over and Above a Physically and Emotionally Healthy Child.)	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C4.3 Placement Stability 4B Least restrictive placement 4E Placement of American Indian children Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Meet bi-annually with FFA's who take placements in Placer County to advise them on the county's needs, explaining placement stability expectations and requesting assistance in recruiting families who live in the Tahoe area, and those who will take youth 12-16, Native youth, youth with special needs, and probation youth.	6/30/13 ***Ongoing***	Placement Program Manager Placement Coordinator Licensing Native Services Program Director Native Services Liaison
B. Develop strategies for and conduct targeted recruitment with flyers, brochures and news articles related to caring for teens, probation youth, and youth with special needs, Native children and children living in the Tahoe area. Include distribution of placement brochures/flyers at Native events.	1/31/14 ***Ongoing***	Placer Kids recruitment team , working with: • Probation • Native Services Liaison • Native Services Director • Native Community Partner Network
C. Invite youth age to speak at monthly orientation	6/30/13***Ongoing***	Orientation Facilitators.
D. Develop and implement system to track:	1/31/14 ***Ongoing***	Placement Team and Probation

• The number and type of targeted recruitment efforts • The number of existing and new relative, NREFM, foster and FFA families who live in Tahoe, as well as those who accept youth 12-16, probation youth, Native youth and youth with special needs. Percentage of resource/FFA homes with placement changes among CWS youth 12-16 • The number and percentage of CWS youth, by age and ethnicity, who remain in the placement for duration of placement episode. • Report quarterly to Program Manager, Managing DPO and Quality Improvement Committee	***Quarterly***	
E. New 10/13: Train all foster parents in trauma-informed care	12/31/13 ***Completed***	Placement Team

Strategy 3: Expand Youth Involvement in Placement Finding/Matching	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C4.3 Placement Stability 4B Least restrictive placement
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
~~A. Assess current status of youth involvement in placement finding/matching, including:~~ ~~• Determine number and percent of youth who have used the existing tool and protocol. (Youth at the shelter 12 or older who are anticipating placement).~~ A. ~~Identify challenges to referring youth to program~~ ~~*complete the Placement Planning Worksheet*~~ *Identify plan by training staff in referral process and assigning specific individuals to complete the Placement Planning Worksheet with applicable minors at the shelter.*	~~7/31/13~~ *3/12/14 Completed* *9/30/14*	Youth Empowerment Support Program (YES) and Placement Team
B. Provide training annually on placement matching and referrals to CSOC teams.	1~~2/31/13~~ *5/31/14* *Completed, Ongoing*	YES
C. Create an evaluation system to track: • The number and percentage of youth participating in this process. • The number and percentage of participating youth whose ~~are placed~~	~~12/31/13~~ *6/30/14* *Ongoing*	YES Program Manager, CSOC evaluator

~~in homes identified by the youth.~~ *top three prioritized needs for placement are met* • The number and percentage of ~~youth~~ *participants* who remain in their ~~identified placement until reunified or aging out of care~~ *placement for three, six, nine months, etc., as compared to non-participants* • *Length of stay at the shelter for participants, non-participants;* Report ~~numbers to placement program manager and team quarterly.~~ *semi-annually to the CSOC management team and FFA agencies*		
D. Recruit and train ~~community partners~~ *youth coordinators* to assist with interviewing youth	3/31/14 *Completed, Ongoing*	YES Program Manager
E. Attend CSOC team meetings at least twice a year to ~~keep the opportunity for youth in the forefront and keep referrals coming in~~ *-inform teams of program, encourage referrals*	3/31/14 *Completed, Ongoing*	YES Staff
~~F. Increase staffing of YES program to accommodate all youth who are referred and wish to participate in placement matching.~~ F. *Increase peer staffing to meet needs of referred, interested youth and to serve additional youth (probation, outside shelter)*	~~7/01//14~~ *3/1/15*	Program Manager and CSOC Administration
~~G. Determine the feasibility of extending placement matching to additional youth (probation, youth outside the shelter, etc.); if feasible, expand effort to serve additional youth~~ G. *New: Adjust the youth placement finding process as needed to take into account increases and decreases in available homes.*	~~6/30/15~~ 3/1/15	YES Program Manager
H. ~~Expand program to all interested youth~~ *New: Develop and implement a process for youth and placement parents to create agreements upon placement (e.g. who does laundry, when are friends allowed over, etc.)*	~~7/31/15~~ 3/1/15	YES Program Manager

Strategy 4: Develop a Peer-to-Peer Mentoring Program for Resource Parents to Retain Quality Families and Increase Placement Stability of Youth.	☐ **CAPIT** ☐ **CBCAP** ☒ **PSSF**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C4.3 Placement Stability

This Strategy will be Led by the Foster Parent Liaison Position and is Already in Process.	☐ **N/A**	Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Develop a volunteer mentoring program (including a process for matching mentors and resource parents), for new resource parents and ongoing resource parents who care for special needs children, Native children or youth 12-16.	~~9/30/13~~ 9/30/14	Licensing and PSSF Family Support Liaison
B1. Identify and train mentors	~~12/31/13~~ 1/01/15	Placement Program Manager Placement Coordinator PSSF Family Support Liaison/Licensing
B2. Give a personal phone call checking in with resource parents who have youth age 12-16 upon placement and ongoing	~~12/31/13~~ 1/01/15	Placement Program Manager Placement Coordinator PSSF Family Support Liaison/Licensing
C. Implement mentoring program.	~~4/30/14~~ 3/30/15	PSSF Family Support Liaison and Licensing
D. Provide resource parents and CSOC staff with information on the mentoring program, and how to request/refer to mentors	~~4/30/14~~ 4/30/15	PSSF Family Support Liaison and Licensing
E. Develop system to track : • Number of trained peer mentors • Number of resource parents who consult with mentors • Number, percentage of resource parents who are satisfied with/have their needs met by the mentor program • Report data quarterly to Placement Program Manager and Quality Improvement Team.	~~4/30/14~~ 4/30/15	PSSF Family Support Liaison and Licensing

Strategy 5: Increase ~~Awareness of~~ Training and Support Opportunities to Relative and NREFM Caregivers	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C4.3 Placement Stability 4B Least restrictive placement 4E Placement of American Indian Children Systemic Factor C. Foster/Adoptive Parent Licensing, Recruitment and Retention Systemic Factor F. Staff/provider training
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
~~A. Develop, gain approval of policy to increase awareness of training and support opportunities for relative and NREFM caregivers, including:~~ ~~• Distributing information and contact information on training and support activities in placement packets provided to all relative and NREFM caregivers.~~ ~~• Personalized contacts with each new relative or NREFM caregiver to share training, support, and resources.~~ ~~• Implementing accountability and reporting system to track contacts with relative and NREFM caregivers, and the number of relative placements completed and report to program manager and Quality Improvement team quarterly.~~	~~6/30/13~~ ~~Policy in place~~ ~~11/30/13~~	~~Placement Program manager in conjunction with assigned NREFM/Relative support person~~
~~B. Create information flyer to insert in placement packets.~~	~~11/30/13~~ ~~Ongoing~~	~~Placement Program Manager and NREFM/Relative support person~~
~~C. Assign NREFM/Relative Support person/ Native Family Liaison to contact caregivers, develop flyer, develop tracking system~~	~~1/31/14~~	~~Placement Program Manager~~ ~~Native Family Liaison~~
~~D. Train CSOC staff in new policy~~	~~3/31/13~~	~~Training team/support person~~ ~~Native Services Manager~~
~~E. F. Develop and implement new policy to require Relative/NREFM families to take applicable training in order to receive special needs increment~~	~~6/30/15~~	~~Social Worker and support person~~

Strategies 5A through 5 C, (*are new as of 5/20/14)* Develop and implement policy to require all Relative/NREFM homes to attend an orientation prior to receiving payment. 1. Develop new policy, gain approval 2. Research and create Curriculum 3. Designate staff and orientation facilitator 4. Train staff on new policy, orientation 5. Set dates for orientation, develop flyer for relative packets 6. Conduct relative/NREFM orientation 7. Send Reports on attendance to eligibility and Social workers monthly and to Program manager quarterly	10/1/14 11/1/14 12/1/14 12/15/14 12/15/14 1/31/15 ***Ongoing*** 3/15/15 ***Ongoing***	Program Manager Licensing and Liaison Program Manager Facilitator/KidsFirst Facilitator/KidsFirst Facilitator/KidsFirst Liaison
B. Develop and implement policy requiring Relative/NNREFM/FH to get training applicable to the needs of the specific child, in order to receive special needs increment 1. Develop new policy, gain approval 2. Develop system to verify training and track training completion 3. Train staff on new requirement 4. Implement policy and tracking system	1/31/15 10/31/14 12/31/14 1/15/15 ***Ongoing*** 1/31/15	Program Manager Program Manager Team Supervisors Teams
C. Develop and implement a protocol that Concurrent families are being required to provide Respite or temporary foster care while home study is being written, to ensure that their children and lifestyle can accommodate the restrictions of a foster child in the home. 1. Develop protocol, gain approval and insert into Placer Kids Manual 2. Train staff on new requirements 3. Implement protocol	7/1/14 8/31/14 ***Ongoing*** 9/30/14	Placer Kids Steering Committee Supervisors and managers CSOC teams

Strategy 6: Develop and Implement a Policy to Close Cases in a Timely Manner when Dependencies are Terminated.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 2C:Timely Social Worker Visits
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Develop policy, procedures and timeline for closing dependency cases within two weeks of termination of dependency or adoption.	~~9/30/13~~ *3/14/14* *Completed 2/25/14*	Program Manager ~~Ongoing Team Supervisors~~
B. Managers approve policy and timeline	~~10/31/13~~ *3/28/14* *Completed 2/25/14*	Managers and Supervisors
C. Develop tracking and reporting process re case closures; monitor on a monthly basis	~~11/30/13~~ *3/31/14*	Program Manager and IT Team
D. Train social workers on the new policy and procedures.	~~12/31/13~~ *3/25/14* *Ongoing*	Supervisors and social workers
~~E. Monitor case closures on a monthly basis; report to program manager and Quality Improvement team quarterly~~	~~1/31/14~~ ~~4/14/14~~ ~~Ongoing~~	~~Supervisors and Program Manager~~

~~**Strategy 7: Establish and implement a policy on "protected time" for ongoing social workers to facilitate completion of paperwork and court reports in a timely manner**~~	~~☐ **CAPIT**~~ ~~☐ **CBCAP**~~ ~~☐ **PSSF**~~ ~~☒ **N/A**~~	~~**Applicable Outcome Measure(s) and/or Systemic Factor(s):**~~ ~~2C: Timely Social Worker Visits~~
~~**Action Steps:**~~	~~**Timeframe:**~~ ~~**(Completion Date)**~~	~~**Person Responsible:**~~
~~A. Develop policy and procedures for "protected time" for ongoing social workers.~~	~~7/31/13~~	~~Program Manager~~
~~B. Managers approve policy and procedures.~~	~~8/31/13~~	~~Managers and Supervisors~~
~~C. Develop system to track use of protected time and timely completion of paperwork and court reports.~~	~~9/30/13~~	~~Program Manager and IT Team~~
~~D. Train social workers on the new policy and procedures.~~	~~10/31/13~~	~~Supervisors~~
~~E. Monitor use of protected time on monthly basis; report to program manager and Quality Improvement team quarterly~~	~~11/30/13~~ ~~Ongoing~~	~~Supervisors~~

Strategy 8: Develop and Implement an Accountability Tracking and Reporting System for the Native Services Policy	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 4E: Placement of American Indian Children
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
Develop an accountability and tracking system to ensure compliance with the Native Services Policy, including: • Identification of Native children in CWS/CMS • Referral of Native children to the Native Services Team • Development of culturally relevant service plans for Native children • Provision of culturally relevant services to Native children in the CWS and their families	~~12/31/13~~ 12/31/14	Native Services Liaison/Manager Ongoing Services Manager
B. Train CSOC service teams on the new accountability structure and requirements	3/31/14	Native Services Liaison Manager Ongoing Services Manager Sierra Native Alliance Program Director
C. Monitor compliance to Native Services Policy; report to program manager and Quality Improvement Team Monthly	3/15/14 ***Complete, Ongoing***	Native Services Liaison Manager Ongoing Services Manager

Strategy 9: Increase Staff and Provider Capacity to Serve the Native and Latino Populations. Build Stronger Relationships with Non-Profits and Tribes and Serving Native and Latino Children and Families	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 4E: Placement of American Indian Children Service Array
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Conduct targeted recruitment from the Latino and Native communities to identify applicants to fill positions for ongoing social workers and court investigators	~~7/31/13~~ ***1/31/14*** ***Completed, Ongoing***	Assistant CSOC Director Program Manager Native Services Liaison
B. Increase cultural broker/cultural liaison position to: • Recruit Native and Latino relative/NREFM and foster homes, collaborate on family-finding • Identify mentors to enhance caregivers' ability to serve Latino and Native children in a culturally responsive manner • Continue to develop the array of culturally relevant services for Native and Latino families • Coordinate training activities with Cultural Competency Committee to create a more culturally aware and sensitive environment at Placer Children's System of Care	*7/01/16* ***Ongoing***	Ongoing Services Manager Native Services Liaison Manager Native Services Program Director Latino Leadership Council Executive Director Cultural Competency Manager *and Cultural Linguistic Competency Committee*

Strategy 10: Expand Use of Juvenile Assessment Intervention System (JAIS)	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 4E: Least Restrictive Placement (Probation)
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Develop policy and procedures requiring Juvenile DPO's to use the JAIS to assess the needs and service requirements of all youth on Formal Probation ~~after disposition~~ ***post plea*** and every six months thereafter.	4/30/13 ***Completed***	DPO JAIS Team (4 staff)
B. Develop system to track use of JAIS.	12/31/13 ***Completed***	DPO JAIS Team (4 staff)
C. Train Deputy Probation Officers *and Juvenile Detention Facility* staff on the new policy and procedures.	*1/31/14* Phase 1 ***Completed*** *1/31/15* Phase 2 **Ongoing as New Staff are Hired**	All Juvenile DPO
D. Monitor use of JAIS on monthly basis; report to managing DPO and Quality Improvement team quarterly	~~7/31/13~~ *1/31/14* ***Completed, Ongoing***	DPO JAIS Team (4 staff)

Strategy 11: Review Probation Placements Regularly to Determine if Youth are or Continue to be Placed in the Least Restrictive Appropriate Placement.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 4E: Least Restrictive Placement (Probation)
Action Steps:	**Timeframe:** **(Completion Date)**	**Person Responsible:**
A. Develop an accountability system/matrix to review and track the level of care for all probation youth, using FRCC data as well as information from Informal probation, the Crisis Resolution Center and all Title IVE and other probation placement.	~~6/30/13~~ ***2/28/14***	CSOC DPO
B. Implement review and tracking system	~~7/31/13~~ ***3/31/14***	CSOC DPO
C. Monitor levels of care	9/30/13 **Ongoing**	CSOC DPO

Child Welfare Agency	Name	Placer County Children's System of Care
	Agency	Placer County Children's System of Care
	Phone & E-mail	(530) 889-6704 RKnecht@placer.ca.gov
	Mailing Address	11716 Enterprise Dr. Auburn CA 95603
Probation Agency	Name	Placer County Probation Department
	Agency	Placer County Probation Department
	Phone & E-mail	(530) 889-7915 MHopper@placer.ca.gov
	Mailing Address	2929 Richardson Dr. Suite B Auburn CA 95603
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Tom Lind
	Agency	Placer County
	Phone & E-mail	(530) 889-6752 TLind@placer.ca.gov
	Mailing Address	11716 Enterprise Dr. Auburn CA 95603
CBCAP Liaison	Name	Tom Lind
	Agency	Placer County
	Phone & E-mail	(530) 889-6752 TLind@placer.ca.gov
	Mailing Address	11716 Enterprise Dr. Auburn CA 95603
PSSF Liaison	Name	Tom Lind
	Agency	Placer County
	Phone & E-mail	(530) 889-6752 TLind@placer.ca.gov
	Mailing Address	11716 Enterprise Dr. Auburn CA 95603