

California - Child and Family Services Review

Solano County Annual SIP Progress Report

[JANUARY – DECEMBER 2014]

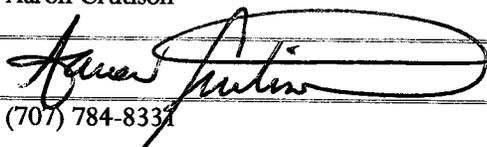
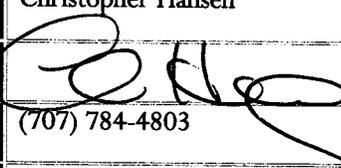
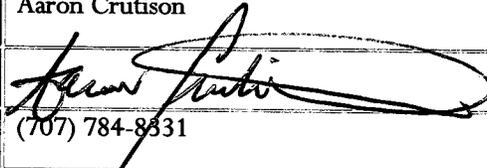


Rev. 12/2013

J.B.
Received
1/26/15

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	SOLANO
SIP Period Dates	January 16, 2013 – January 15, 2018
Outcome Data Period	
County Child Welfare Agency Director	
Name	Aaron Crutison
Signature*	
Phone Number	(707) 784-8331
Mailing Address	275 Beck Ave. MS 5-230, Fairfield, CA 94533
County Chief Probation Officer	
Name	Christopher Hansen
Signature*	
Phone Number	(707) 784-4803
Mailing Address	Solano County Probation Department 475 Union Ave., Fairfield, CA 94533
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Aaron Crutison
Signature*	
Phone Number	(707) 784-8331
Mailing Address	275 Beck Ave. Fairfield, CA 94533
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

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

Rec'd
11/26/15
D.B.

Contact Information

Child Welfare Agency	Name	Debbie Powell, Administrator
	Agency	Solano County Child Welfare Services
	Phone & E-mail	(707) 784-8427 powelddb@solanocounty.com
	Mailing Address	275 Beck Ave. MS 5-230, Fairfield, CA 94533
Probation Agency	Name	Lisa Wamble, Probation Services Manager
	Agency	Solano County Probation Department
	Phone & E-mail	(707) 784-7562 lwamble@solanocounty.com
	Mailing Address	Solano County Probation Department 475 Union Ave. Fairfield, CA 94533
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Debbie Powell, Administrator
	Agency	Solano County Child Welfare Services
	Phone & E-mail	(707) 784-8427 powelddb@solanocounty.com
	Mailing Address	275 Beck Ave. MS 5-230, Fairfield, CA 94533
CBCAP Liaison	Name	Debbie Powell, Administrator
	Agency	Solano County Child Welfare Services
	Phone & E-mail	(707) 784-8427 powelddb@solanocounty.com
	Mailing Address	275 Beck Ave. MS 5-230, Fairfield, CA 94533
PSSF Liaison	Name	Debbie Powell, Administrator
	Agency	Solano County Child Welfare Services
	Phone & E-mail	(707) 784-8427 powelddb@solanocounty.com
	Mailing Address	275 Beck Ave. MS 5-230, Fairfield, CA 94533

Table of Contents

INTRODUCTION.....PAGE 2

SIP NARRATIVEPAGE 3

STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVESPAGE 35

ATTACHMENTS

FIVE-YEAR SIP CHARTATTACHMENT 1

Introduction

Solano County developed a five-year System Improvement Plan (SIP) in 2012. This is the annual progress report that reevaluates and analyses our current performance to determine whether the SIP strategies are achieving the desired results.

Solano County is a mid-size county located midway between Sacramento and San Francisco along the Interstate 80 corridor. The county contains a mixture of urban and rural areas with seven cities: Vallejo, Benicia, Fairfield, Suisun, Rio Vista, Vacaville and Dixon. The population is racially and culturally diverse, including a large military population, with a high percentage of children.

CHILD WELFARE SERVICES:

The mission of the Solano County Child Welfare Division is to protect children from abuse and neglect by strengthening their families or finding safe, permanent homes so that they can grow into healthy productive adults. Child Welfare Services has 125 staff of which 87 are social workers and social work supervisors. The county provides the full range of child welfare services including adoption. As of December 31, 2014, Child Welfare Services provided services to 341 children in out of home placement, 97 children in guardian homes and 19 young adults in supportive transition arrangements. Child Welfare Services receives an average of 308 reports per month for allegations of child abuse and neglect and investigates an average of 182 reports. In 2014, Child Welfare Services reunified 162 children, maintained an average of 98 children safely in their homes and 51 children were adopted.

PROBATION:

The mission of Solano County Probation Department is to reduce recidivism through positive behavior change. Probation continues to address behavior change by assessing and addressing the specific risks and needs of youth. The department utilizes the Juvenile Assessment Inventory System (JAIS) tool to identify treatment needs and risk factors with the goal of helping the youth be successful and strengthening the family unit. The Juvenile Division provides supervision services to approximately 500 youth and consists of 32 probation officers, 4 of which are assigned to supervise youth in out of home care. The Probation Department utilizes an individualized case plan that is developed with the input from the youth, parent/guardian and the probation officer and is updated a minimum of every 6 months. Services are provided in the least restrictive setting possible, however, some youth are placed in a group home to address treatment needs that cannot be addressed within the community and/or in the home of the parent/guardian.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

CHILD WELFARE SERVICES:

Child Welfare Services (CWS) has met regularly with CDSS to review outcomes and to discuss strategies. CWS works collaboratively with service providers in the county to coordinate services for our families. CWS meets quarterly with Foster Family Agencies, the Foster Kinship Care Education Advisory Committee, Title IVE Training Providers, Family Resource Centers, CASA and Solano County Mental Health Services. Child Welfare Services has a co-located Public Health Nurse and a Youth Advocate that meet regularly with social workers. CWS has met at least quarterly with all contract providers to discuss progress on SIP strategies, efforts to increase referrals to services and coordination of services.

PROBATION:

Probation continues to work with minors, families and various service providers to meet the needs of the families we serve, improve current outcome measures and complete identified strategies. Probation continues to focus on the strategies identified by the stakeholders from the survey conducted during the PQCR process. The stakeholders included representatives from the Juvenile Court, District Attorney's Office, Public Defender's Office, youth and parents. During the second year of the Self Improvement Plan (SIP), Probation continued to focus on the implementation and development of strategies to increase our overall performance. These strategies included enhanced training in case plan development, a review of current programs and services offered in the department, developing an internal list of service providers in the community, and developing a tracking system of referrals to determine if services are being used appropriately.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE SERVICES:

Priority Outcome Measure:

S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

National Standard: 94.6%

Baseline Performance:

According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 334 children who had a substantiated allegation, 316 did not have a recurrence of maltreatment. This is a 94.6% rate of no recurrence of maltreatment.

Target Improvement Goal:

The County will improve performance on this measure by maintaining consistency at 94.6% by 2017.

Current Performance:

According to the Quarter 2 2014 Data Report which measured data between July 1, 2013 and December 31, 2013, of the 191 children who had a substantiated allegation, 175 did not have a recurrence of maltreatment in the next 6 months. This is a 91.6% rate of no recurrence of maltreatment.

Data Analysis:

Solano County saw the highest rate of recurrence for children 16 to 17 years of age at 20%, the next highest rate of recurrence for children 1 to 2 years of age at 13% and the next highest rate for children 11 to 15 years of age at 12.8%. The specific number of children by ages impacted is shown below.

University of California at Berkeley

No Recurrence Of Maltreatment

Maltreated during the 6-month period: No recurrence within 6 months

Jul 1, 2013 to Dec 31, 2013

Solano

COUNT	Age Group							Total
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	18-20	
	n	n	n	n	n	n	n	
No recurrence of maltreatment within 6 months	30	20	42	37	34	12	.	175
Recurrence of maltreatment within 6 months	1	3	2	2	5	3	.	16
Total	31	23	44	39	39	15	.	191

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66BA0FBO

The number of substantiated referrals significantly dropped this reporting quarter from a range of 256 to 264 the prior three quarters to 191 this reporting quarter, which impacted the total percentage of recurrence. Solano County was above the national standard for two of the last four quarters which is shown below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

No Recurrence Of Maltreatment

Maltreated during the 6-month period: No recurrence within 6 months

Solano

COUNT				
	JAN2012- JUN2012	JUL2012- DEC2012	JAN2013- JUN2013	JUL2013- DEC2013
	n	n	n	n
No recurrence of maltreatment within 6 months	232	247	254	175
Recurrence of maltreatment within 6 months	24	13	10	16
Total	256	260	264	191

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66BA0FB0

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

No Recurrence Of Maltreatment

Maltreated during the 6-month period: No recurrence within 6 months

Solano

PERCENT				
	JAN2012- JUN2012	JUL2012- DEC2012	JAN2013- JUN2013	JUL2013- DEC2013
	%	%	%	%
No recurrence of maltreatment within 6 months	90.6	95	96.2	91.6
Recurrence of maltreatment within 6 months	9.4	5	3.8	8.4
Total	100	100	100	100

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66BA0FB0

In analyzing the data, Solano County had three factors occurring during this time period that might have contributed to the higher recurrence rate of maltreatment within 6 months. We had a high turnover of staff and staffing shortages. Emergency Response Social Workers were faced with high referral numbers and were unable to provide 30 days of services to support families. Our Voluntary Family Maintenance (VFM) program was reduced and almost eliminated due to staffing shortages so we were unable to support families with voluntary services. We were at the beginning stages of Safety Organized Practice implementation and lacked consistency with applying concepts.

We have continued to staffed the Emergency Response Program to the optimal levels recommended by the 2030 Workload standard to give more time for workers to provide short term services and connect families to resources. We have begun to rebuild our VFM program to extend services to families. We continue to maintain commitment to Intensive Family

Maintenance Court Services. We have made a concentrated effort to train staff in Safety Organized Practice and have established an implementation group to support practice.

Priority Outcome Measure:

C1.3: Reunification within 12 months (6 month entry cohort). Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?

National Standard: 48.4%

Baseline Performance:

According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 87 children who remained in care more than 8 days, 54 were reunified within 12 months. This is a 62.1% rate of timely reunification.

Target Improvement Goal:

The County will maintain performance on this measure at 62.1%.

Current Performance:

According to the Quarter 2 2014 Data Report measuring the period from January 1, 2013 to June 30, 2013, of the 74 children who remained in care more than 8 days, 26 were reunified within 12 months. This is a 35.1% rate of timely reunification.

Data Analysis:

Of all the children and youth in this cohort the lowest percentage of youth reunifying was youth 16 to 17 year old at 0% followed by children 1 to 11 months of age at 20% and infants less than 1 month at 23.1%. The specific numbers of children by age are shown below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

6-Month Entry Cohort

Entries during 6-month period: Exit status at 12 months

Agency Type=Child Welfare

Jan 1, 2013 to Jun 30, 2013

Selected Subset: Episode Count: First Entry

Selected Subset: Number of Days in Care: 8 days or more

Solano

COUNT	Age Group							Total
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	
	n	n	n	n	n	n	n	
Reunified	3	1	6	7	4	5	.	26
Adopted
Guardianship
Emancipated	2	2

Other	1	1	2
Still in care	9	3	7	7	6	4	8	44
Total	13	5	13	14	10	9	10	74

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B24E4C

For children residing in Foster Family Agency certified homes there was the highest rate of reunification at 64% compared to the lowest rate of reunification for youth residing in group homes at 16.7%. Kin is the most used placement type for this cohort and had a 21.6% rate of reunification. The numbers of children in various placement types impacted are shown below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

6-Month Entry Cohort

Entries during 6-month period: Exit status at 12 months

Agency Type=Child Welfare

Jan 1, 2013 to Jun 30, 2013

Selected Subset: Episode Count: First Entry

Selected Subset: Number of Days in Care: 8 days or more

Solano

COUNT	Last Placement Type						Total
	Pre-Adopt	Kin	Foster	FFA	Court Specified Home	Group	
	n	n	n	n	n	n	
Reunified	.	8	1	16	.	1	26
Adopted
Guardianship
Emancipated	2	2
Other	.	.	.	1	1	.	2
Still in care	2	29	1	8	1	3	44
Total	2	37	2	25	2	6	74

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B24E4C

Solano County has shown a drop in the reunification rate for children the last two reporting periods as shown below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

6-Month Entry Cohort

Entries during 6-month period: Exit status at 12 months

Agency Type=Child Welfare

Selected Subset: Episode Count: First Entry

Selected Subset: Number of Days in Care: 8 days or more

Solano

PERCENT	JUL2011- DEC2011	JAN2012- JUN2012	JUL2012- DEC2012	JAN2013- JUN2013
	%	%	%	%
	Reunified	46.5	45.3	35
Adopted	.	.	1	.
Guardianship	.	.	2	.
Emancipated	1.4	.	.	2.7
Other	.	1.3	2	2.7
Still in care	52.1	53.3	60	59.5
Total	100	100	100	100

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B24E4C

In analyzing the reunification data, several factors have been considered that could have contributed to this outcome. As previously discussed, Solano County had staffing shortages during this time period that also impacted the family reunification program. The high caseloads made it difficult to provide and monitor services to support reunification. During this period there was a shift to reducing court continuances and adhering to the court timelines when establishing dependency. Fewer children are reunified prior to Disposition which has reduced the timeliness to reunification. Solano County has increased relative placements which research has also determined leads to longer period of time to reunification.

In 2014, Child Welfare Services was granted by the Board additional social worker positions to expand our Intensive Family Maintenance Services to the Family Reunification Program. We will be providing intensive court ordered services to all families in Solano County. We have also continued our implementation of Safety Organized Practice. These efforts will help shorten the time to reunification and is family centered with a focus on behavior changes needed to support reunification.

Priority Outcome Measure:

C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months). Of all children served in foster care during a year that were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

National Standard: 86.0%

Baseline Performance:

According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 217 children in placement 8 days to 12 months, 175 had two or fewer placements. This is an 80.6% rate of placement stability.

Target Improvement Goal:

The County will improve performance on this measure from 80.6% (175) to 90% (195), by 2017. Year 1 Goal: Increase by 2% (5 children) from 80.6% to 82.6% (180 children)

Current Performance:

According to the Quarter 2 2014 Data Report measuring the period from July 1, 2013 to June 30, 2014, of the 209 children in placement 8 days to 12 months, 149 had two or fewer placements. This is a 71.3% rate of placement stability.

Data Analysis:

Solano County continues to struggle with this outcome with 37.5% of youth 16 to 17 years of age only having less than two placements compared to children under 1 having 82% with less than two placements. It is also concerning that only 64.3% of children one to two years of age have less than two placements. The specific numbers are seen below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

Placement Stability (8 Days To 12 Months In Care)

In care during the year (at least 8 days but less than 12 months): Two or fewer placement settings

Agency Type=Child Welfare

Jul 1, 2013 to Jun 30, 2014

Solano

COUNT	Age Group						Total
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	n	n	n	n	n	n	n
<=2 placements	41	18	31	30	23	6	149
>2 placements	9	10	9	13	9	10	60
Total	50	28	40	43	32	16	209

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B4DBA6

According to the type of placement youth in group homes have 72.7% rate of two or greater number of placements and children in Foster Family Agency certified homes has a rate of 30.6%. The kin placements follow closely with 27.9% rate of two or greater number of placements. The specific numbers of children in various placement types impacted are seen below.

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
 Placement Stability (8 Days To 12 Months In Care)
 In care during the year (at least 8 days but less than 12 months): Two or fewer
 placement settings
 Agency Type=Child Welfare
 Jul 1, 2013 to Jun 30, 2014
 Solano

COUNT							Total
	Kin	Foster	FFA	Court Specified	Group	Other	
	n	n	n	n	n	n	n
<=2 placements	75	10	50	10	3	1	149
>2 placements	29	0	22	0	8	1	60
Total	104	10	72	10	11	2	209

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Solano County has been fairly steady in this outcome the past three reporting periods as seen below.

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
 Placement Stability (8 Days To 12 Months In Care)
 In care during the year (at least 8 days but less than 12 months): Two or fewer
 placement settings
 Agency Type=Child Welfare
 Solano

PERCENT			
	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014
	%	%	%
<=2 placements	70.4	75	71.3
>2 placements	29.6	25	28.7
Total	100	100	100

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B4DBA6

In analyzing the data, two main factors are seen impacting this outcome. Solano County has fewer than 30 state licensed homes to provide placements. Many children are placed out of county until a placement in the county can be located contributing to additional placement moves. Foster Family Agencies with certified homes in Solano County place children from

surrounding counties which limits availability for Solano children. Solano County struggles with identifying concurrent homes early in the case which contributes to additional moves. Solano County has increased relative placements but frequently additional time is needed to address criminal exemptions. With the use of our emergency foster home placement, potentially several placements occur before placing with kin.

Solano County works closely with local Foster Family Agencies to coordinate services, leverage training resources and address recruitment concerns. It is hoped that these efforts will continue to support children remaining in the county. We continue to explore options for recruiting more state licensed homes and to improve our processes for identification of concurrent homes early in the process.

PROBATION:

Priority Outcome Measure:

C1.3: Reunification within 12 months (6 Month Entry Cohort). Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percentage was discharged from foster care to reunification in less than 12 months from the date of the latest removal from home.

National Standard: 48.4%

Baseline Performance:

According to the January 1, 2012 to June 30, 2012 Quarterly Data Report (Quarters 3 and 4 of FY2011-12), of the minors who remained in care more than 8 days, 33.3% (ages 11-15) and 50% (ages 16-17) were reunified within 12 months for a 44.4% reunification rate; just slightly below the National Standard.

Target Improvement Goal:

The County will maintain performance on this measure at 50% reunification rate for all age groups.

Current Performance:

According to the January 1, 2013 to June 30, 2013 Quarterly Data Report (Quarter 3 & 4 of FY2013-14), of the youth who remained in care more than 8 days, 50% were reunified within 12 months. This is slightly above the National Standard. According to the Quarterly Data Report measuring the period from January 1, 2013 to June 30, 2013, 4 of the 8 youth were in care more than 12 months.

Data Analysis:

Probation Officers work closely with youth in developing individualized and targeted case plans, as well as encouraging parents to remain involved in the treatment plan to increase the timeliness of reunification. Additionally, Probation Officers work closely with various group home providers to make sure they meet the identified treatment needs of the youth.

California Child Welfare Indicators Project (CCWIP)
University of California at Berkeley

PERCENT	Age Group							All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	
	%	%	%	%	%	%	%	%
Reunified							66.7	50.0
Adopted								
Guardianship								
Emancipated								
Other							16.7	12.5
Still in care						100.0	16.7	37.5
Total						100.0	100.0	100.0

Priority Outcome Measure:

C3.3 In care 3 years or longer (Emancipated/age 18). Of all of the children in care for 3 years or longer, what percentage was emancipated at age 18.

National Standard: 37.5%

Baseline Performance:

According to the July 1, 2012 through June 30, 2013 Quarterly Data Report (FY2012-13), 87.5% of the minors that were age 18 were in care less than 3 years, and 12.5% of the minors that were age 18 were in care 3 years or longer.

Target Improvement Goal:

The County will maintain performance on this measure at or below the current National Standard of 37.5% for emancipation of youth that are age 18 in care 3 years or longer. Youth requiring care for 3 years or longer are typically juvenile sex offenders that require longer treatment and counseling. In addition, reunification for this population is at times difficult.

Current Performance:

According to the July 1, 2013 through June 30, 2014, Quarter 2 Data Report (FY2013-14), 92.3 % of the youth that are age 18 were in care less than 3 years, and 7.7% of the youth that are age 18 were in care 3 years or longer. In addition, of the 13 youth in placement, one youth was in care longer than 3 years, which represents 30.8%.

Data Analysis:

PERCENT	Age Group							All
	Under 1	1-2	3-5	6-10	11-15	16-17	18	
	%	%	%	%	%	%	%	%
In care less than 3 years	92.3	92.3
In care 3 years or longer	7.7	7.7
Total	100.0	100.0

PERCENT	Ethnic Group						All
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	%	%	%	%	%	%	%
In care less than 3 years	100.0	100.0	66.7	.	.	.	92.3
In care 3 years or longer	.	.	33.3	.	.	.	7.7
Total	100.0	100.0	100.0	.	.	.	100.0

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Solano County was able to maintain the higher rate of emancipation for youth that are 18, at or slightly above the National Standard for youth in care for 3 years or less. However, the County was unable to maintain the higher rate of emancipation for youth that are age 18 in care more than 3 years. The County continues to work towards improving the timeliness of reunification for all age groups. Probation youth in care 3 years or longer are in care as a result of specialized treatment needs. When a longer treatment period is needed, reconnection with the family is often difficult depending on the circumstance of the removal. Probation youth are reluctant to remain connected to the delinquency system in order to receive services after age 18; however, Probation has noticed an increase in youth electing to participate in AB 12 this reporting period.

As it relates to ethnicity, Black and White youth in care less than 3 years was similar. However, the percentage of Latino youth in care 3 years or longer was 33%, which is lower than the Black and White youth. During this reporting period, Probation had one youth in care longer than 3 years as the youth elected to remain in care to receive services through AB12 following group home placement. Probation anticipates this number to increase over time as more minors still in care at age 18 are electing to remain in care to participate in AB12 services.

STATUS OF STRATEGIES

CHILD WELFARE SERVICES:

STRATEGY 1: IMPROVE AND INCREASE ACCESS TO MENTAL HEALTH SERVICES FOR FAMILIES WHO ARE IMPACTED BY CHILD ABUSE OR NEGLECT AND EVALUATE THE IMPACT OF THOSE SERVICES.

ANALYSIS

A contractor's meeting was held on October 29, 2014 to assess the progress with the SIP strategies. It was identified that many things were working well including communication, good client outcomes, and contractors working with each other. Some areas of concern included underutilization of contracts by both CWS and Probation; confusion around different services offered and target population and new staff in CWS not knowing of the available services. The group brainstormed ideas including additional resource education for supervisors and line staff, review and amend scopes of services if needed, streamline referral forms and monthly brown bags highlighting service providers.

In-Home Mental Health Services:

From January 1, 2014 through December 1, 2014 Aldea received 17 referrals for services, they served 14 clients and successfully closed 9 cases. As of December 1, 2014 they had five families currently receiving services. The In-Home Mental Health service has been well received by the majority of clients and their families. Many parents have reported improvement in the overall satisfaction they felt, and the optimism about the future they felt after receiving IHMH services. In all cases that were opened, and that completed at least half of the planned therapy sessions, the children were either successfully reunified with the parents in the home, on a Family Reunification case plan, or were found to be safe to remain in the home on a Family Maintenance case plan.

Service Broker Services:

Children's Network has received thirty (30) referrals from Child Welfare Services from January 1 to November 20, 2014. The referrals are for families who had an investigated referral that is closing but who have identified needs for support services. Of those referrals, 15 families did not respond to outreach efforts, 10 families were contacted a minimum of 3 times and declined services, 15 families received services and were satisfied with services, 3 families are pending services and there has been no contact with 2 families. Children's Network and the County are continuing to work on increasing the number of clients accessing services.

ACTION STEP STATUS

In-Home Mental Health Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for in home mental health services. Aldea was selected to provide the services to include family counseling, parenting education, domestic violence services and other mental health needs. The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Aldea Children and Family Services has provided intensive home-based services for families involved with CWS or Juvenile Probation to address the children's and families' short and long term behavioral health care needs. The service is for the entire family including an assessment of the child, parents and family resulting in an appropriate treatment plan to address issues related to anger management, domestic violence, parenting relationships and substance abuse. Aldea will be using the Functional Family Therapy (FFT) for families referred who are in the Family Maintenance Program and Cognitive Behavioral Therapy (CBT) model for families referred who are in the Family Reunification Program.

In most cases the IHMH therapist meets with the client, his/her parent(s) and his/her siblings once weekly in the family home. In crisis circumstances the IHMH therapist will meet more often with the family to provide additional support. The IHMH therapist either meets with the parent or guardian, or contacts by telephone one additional time each week to offer support, parent education and possible resources to the parent in order to help them provide care to/prepare to provide care to the client.

Service Broker Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for service broker services. Children's Network was selected to provide the services to include providing support to families accessing available resources including a "warm handoff". The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Children's Network has provided county wide services to clients referred by either Child Welfare Services or Probation. Services are to assist individuals and families in accessing identified community based services that will best serve the family's needs. Services include informing and educating on available resources, connecting the family with services, identifying transportation resources, accessing employment and housing resources and assisting in completing necessary applications.

METHOD OF EVALUATION AND/OR MONITORING

Contractor's Meetings occurred on April 30, July 30 and October 29, 2014 with all Child Welfare Services contract providers and Child Welfare Services. Information discussed included upcoming initiatives, increasing referrals and communication, OCAP reporting requirements, quarterly reporting requirements, claims and invoices and networking. In addition, managers met regularly with contract providers to discuss client services and referral processes.

In-Home Mental Health Services:

Functional Family Therapy techniques include a focus on the importance of the child-parent relationship, as well as model fidelity measures using direct entry into the FFT national

database. Progress is measured by direct observation by the therapist in the home, self-reports by client and parent and CWS social worker.

Aldea also provides an aggregate report, on a quarterly basis, detailing the following:

- Number of clients served
- Demographics of clients served
- Summarized results of any client satisfaction surveys completed
- Summarized results of the pre/post-test surveys related to the evidence-based practice model

Service Broker Services:

Children’s Network provides on a quarterly basis an aggregate report detailing the number of clients served, demographic information, satisfaction with the services and the results of the pre and post surveys. The goal is 60% of the families served will access community services or improve on their knowledge of community resources.

STRATEGY 2: EXPAND ALCOHOL AND OTHER DRUG (AOD) SERVICES FOR PARENTS INVOLVED WITH THE CHILD WELFARE SYSTEM.

ANALYSIS

Substance Abuse Services:

From January 2014 through November 2014, CWS referred one hundred twenty-two (122) parents for substance abuse assessments to Solano County Substance Abuse Services (SCSAS). There were thirty five (35) parents who were able to quickly access substance abuse treatment. There is a high level of lack of follow through with this population accounting for the low numbers.

Service Broker Services:

Children’s Network has received thirty (30) referrals from Child Welfare Services from January 1 to November 20, 2014. The referrals are for families who had an investigated referral that is closing but who have identified needs for support services. Of those referrals, 15 families did not respond to outreach efforts, 10 families were contacted a minimum of 3 times and declined services, 15 families received services and were satisfied with services, 3 families are pending services and there has been no contact with 2 families.. Children’s Network and the County are continuing to work on increasing the number of clients accessing services.

ACTION STEP STATUS

Substance Abuse Services:

Child Welfare Services developed a MOU with Solano County Substance Abuse Services (SCSAS) in 2013to expand alcohol and other drug services to parents involved in Family Reunification Services.

SCSAS has contracted with Healthy Partnerships, Youth and Family Services and ANKA Behavioral Health to provide outpatient substance abuse treatment services for parents with Court ordered Family Reunification plans. SCSAS determines through an assessment the appropriate level of treatment services and refers to the contracted provider. The treatment

provider offers evidence-based treatment programs, case management and drug testing. Two providers also provide psychiatric services.

Service Broker Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for service broker services. Children’s Network was selected to provide the services to include providing support to families accessing available resources including a “warm handoff”. The contracted was negotiated and approved by the Board of Supervisors on March 12, 2013.

Children’s Network has provided county wide services to clients referred by either Child Welfare Services or Probation. Services are to assist individuals and families in accessing identified community based services that will best serve the family’s needs. Services include informing and educating on available resources, connecting the family with services, identifying transportation resources, accessing employment and housing resources and assisting in completing necessary applications.

METHOD OF EVALUATION AND/OR MONITORING

Contractor’s Meetings occurred on April 30, July 30 and October 29, 2014 with all Child Welfare Services contract providers and Child Welfare Services. Information discussed included upcoming initiatives, increasing referrals and communication, OCAP reporting requirements, quarterly reporting requirements, claims and invoices and networking. In addition, managers met regularly with contract providers to discuss client services and referral processes.

Substance Abuse Services

Solano County Substance Abuse Services provides on a quarterly basis summary data including the number of clients served, the number of assessments completed, the number of clients receiving outpatient services and completion rates.

Service Broker Services:

Children’s Network will provide on a quarterly basis an aggregate report detailing the number of clients served, demographic information, satisfaction with the services and the results of the pre and post surveys. The goal is 60% of the families served will access community services or improve on their knowledge of community resources. Children’s Network will also be providing information required by OCAP.

STRATEGY 3: PROVIDE ADOPTION PROMOTION AND SUPPORT SERVICES TO INCREASE PERMANENCY FOR CHILDREN IN SOLANO COUNTY. PROVIDE AN EVIDENCE BASED PROGRAM TO PROMOTE AND PROVIDE SUPPORT TO CHILDREN AND ADOPTIVE FAMILIES TO NURTURE LIFETIME COMMITMENTS.

ANALYSIS

In FY13/14 Aspiranet provided educational information to 33 families, crisis intervention services for 3 families, provided 26 case management contacts, provided 11 families with social events and 96 families received targeted outreach. From January 2014 through September 2014 17 families were referred from CWS and 23 families contacted the program directly. CWS is continuing to explore referring prospective adoptive families earlier in the process to get the necessary support.

A contractor's meeting was held on October 29, 2014 to assess the progress with the SIP strategies. It was identified that many things were working well including communication, good client outcomes, and contractors working with each other. Some areas of concern included underutilization of contracts by both CWS and Probation; confusion around different services offered and target population and new staff in CWS not knowing the available services. The group brainstormed ideas including additional resource education for supervisors and line staff, review and amend scopes of services if needed, streamline referral forms and monthly brown bags highlighting service providers.

ACTION STEP STATUS

Solano County developed and completed a Request for Proposal process on October 24, 2012 for adoption promotion and support services. Aspiranet was selected to provide the services. The contract was negotiated and approved by the Board of Supervisors on March 12, 2013

Aspiranet provides adoption support services for the families of Solano County. The mission of REACH Solano County is to strengthen and empower adoptive families, provide adoption information, education and support, and help parents access adoption resources. The program provides resources, education, advocacy, and crisis counseling, quarterly REACH newsletter, local resource directory; warm-line, community education, presentations and workshops on adoption issues, lending library, case management; referral and crisis intervention services, support groups (adult and teen) adoptive family social events.

METHOD OF EVALUATION AND/OR MONITORING

Contractor's Meetings occurred on April 30, July 30 and October 29, 2014 with all Child Welfare Services contract providers and Child Welfare Services. Information discussed included upcoming initiatives, increasing referrals and communication, OCAP reporting requirements, quarterly reporting requirements, claims and invoices and networking. In addition, managers met regularly with contract providers to discuss client services and referral processes.

Aspiranet provided an aggregate report, on a quarterly basis, detailing the following:

- The utilization of the Warm Line including demographic information, presenting needs, specific referrals and summary of evaluations.
- The number of community meetings and trainings held in the past quarter, and the number of participants and summary of evaluations.
- Details on the one-on-one services provided including satisfaction with services and any results related to the evidence-based practice model.

Success will be measured based on 90% of families receiving adoptions education showing improvement in knowledge of adoption-related topics as evidenced by pre/post testing, 90% of families receiving adoption support will be satisfied with services provided and thirty-six (36) adoptive parents will participate in adoptions education sessions, and will gain information concerning parenting adopted children/youth as measured by attendance records and pre/post surveys.

STRATEGY 4: INCREASE RELATIVE PLACEMENTS THROUGH IMPROVEMENT OF THE RELATIVE APPROVAL PROCESS AND DEVELOPMENT OF SUPPORTS FOR THESE CAREGIVERS, INCLUDING CHILD WELFARE AND PROBATION SYSTEMS AND THE COMMUNITY AT LARGE AND ENHANCE FAMILY FINDING EFFORTS BY ENGAGING EXTENDED FAMILY MEMBERS WHILE THE CHILD IS IN CARE.

ANALYSIS

Kinship Support Services:

Seneca Family of Agencies received forty-six (46) calls to the Warm Line from January 2014 through September 2014. The program completed four (4) Kinship Family Fun Nights and joined with Foster Kinship Education in a training event. The program provided twenty-three (23) families with support services including assessment, ongoing case management and behavioral coaching. Seneca and the County are continuing to work on increasing the number of clients accessing services.

A contractor's meeting was held on October 29, 2014 to assess the progress with the SIP strategies. It was identified that many things were working well including communication, good client outcomes, and contractors working with each other. Some areas of concern included underutilization of contracts by both CWS and Probation; confusion around different services offered and target population and new staff in CWS not knowing the available services. The group brainstormed ideas including additional resource education for supervisors and line staff, review and amend scopes of services if needed, streamline referral forms and monthly brown bags highlighting service providers.

Relative Placements:

Solano County has seen an increase in the number of children residing with kin in the last few years. In September 2013 Solano County had 332 children in placement with 105 being placed with relatives. In September 2014 we had 379 children in placement with 169 residing with a relative. The percentage of children placed with relatives increased from 32% to 45% during this time. The CWS Outcomes Summary for Quarter 2 2014 shows that Solano County continues to improve in placing children for the first placement with 48 children out of 184 being placed initially with a relative.

Family Finding:

Since January, 2014 CASA has conducted family finding efforts for three families. They were successful in connecting a youth with relatives that he has not seen since he was three years old. Referrals are made to CASA from the family reunification or permanent placement program in an attempt to identify a permanent plan for the child. Child Welfare Services also utilizes many databases to conduct absent parent and relative searches. CWS will continue to explore resources to expand this effort.

ACTION STEP STATUS

Kinship Support Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for kinship support and navigation services. Seneca was selected to provide the services. The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Seneca Services provides kinship support services. The Kinship Navigator program aims to address the unique needs of kin caregivers by offering a comprehensive support system to support the well-being, permanency and positive development of kin families. This program provides a monthly kinship newsletter; a warm-line available for resources, support or referrals, monthly family nights to build community between kinship caregivers, and individual support sessions for resource building, referrals, behavioral intervention and system navigation for up to 3 months.

Relative Placements:

The Relative Assessment unit has been working on supporting relatives to complete the emergency assessment process. The county has updated the Relative Assessment Policies and developed guidelines around documented alternative plans to support relative placements. Kin care givers also can access support through the Kinship Navigator program.

Family Finding:

The Relative Search and Notification policy was completed and staff were trained. The County has not developed a Family Finding policy or a business object report to track family finding efforts. The County entered into a MOU with CASA in 2013 to help locate relatives of children involved in the Dependency system with whom the children might be placed or develop permanent connections.

METHOD OF EVALUATION AND/OR MONITORING

Kinship Support Services:

Contractor's Meetings occurred on April 30, July 30 and October 29, 2014 with all Child Welfare Services contract providers and Child Welfare Services. Information discussed included upcoming initiatives, increasing referrals and communication, OCAP reporting requirements, quarterly reporting requirements, claims and invoices and networking. In addition, managers met regularly with contract providers to discuss client services and referral processes.

Seneca provides an aggregate report, on a quarterly basis, detailing the following:

- The utilization of the Warm Line including demographic information, presenting needs, specific referrals and summary of evaluations.
- The number of community meetings and trainings held in the past quarter, and the number of participants and summary of evaluations.
- Details on the one-on-one services provided including satisfaction with services and any results related to the evidence-based practice model.

Relative Placements:

Relative Placements are tracked using Safe Measures and CWS Outcome data. Data is also collected on the number of relative assessment referrals (emergency and regular) and number of criminal exemptions processed.

Family Finding:

CASA tracks the number of referrals for family finding and the results of their efforts.

STRATEGY 5: ENSURE CONSISTENCY IN THE USE OF FAMILY TEAM MEETINGS

ANALYSIS

Child Welfare Services continues to have staffing concerns which limit the Social Worker's ability to regularly conduct Family Team Meetings. Family meetings include Team Decision Making (TDM) meetings, Permanency Team Meetings (PTM), Safety Organized Practice (SOP) family Meetings and Child and Family Team (CFT) for Katie A. From January 1, 2014 through October 31, 2014, CWS conducted 135 Team Decision Making Meetings, 268 Initial Permanency Team Meetings, 126 Subsequent Permanency Team Meetings and 369 Family Meetings.

ACTION STEP STATUS

Child Welfare Services (CWS) holds team decision making meetings for emergency removal and imminent risk of removal cases. CWS conducts permanency team meetings (PTMs) throughout an open case to regularly identify potential options and develop a suitable permanency plan for children in out-of-home care. Solano County caseworkers hold PTMs for all children in out-of-home care prior to the dispositional hearing, which generally occurs within the first month of placement, and every six months depending on resources. With the implementation of Safety Organized Practice, CWS is now conducting monthly family meetings. CWS is also completing Child and Family Team Meetings to support the mental health needs of children and youth. These meetings are combined to meet different case goals.

METHOD OF EVALUATION AND/OR MONITORING

CWS runs a business objects report to track the completion of Family Team Meetings.

STRATEGY 6: PROVIDE INTENSIVE PREVENTION AND EARLY INTERVENTION SERVICES TO AT-RISK YOUTH NOT KNOWN TO CHILD WELFARE SERVICE.

ANALYSIS

Since the beginning of the contract, Fighting Back Partnership has provided outreach to 117 youth ages 11 to 17. They have conducted focus groups with 17 youth, 7 youth completed surveys and 6 youth were linked to services.

ACTION STEP STATUS

Solano County developed and completed a Request for Proposal process on October 24, 2012 for positive youth development services. The services were to provide an evidence-based positive youth development program to assist at risk youth in developing skills so that they become healthier and not become known to CWS or Probation. A provider was not selected. A new Request for Proposal was initiated and a provider began services in April 2014.

Fighting Back Partnership a Vallejo Family Resource Center provides the positive youth services. The Positive Youth Development Project offers a spectrum of positive youth

development programs to strengthen and support Vallejo youth with identified needs. The Positive Youth Development Project conducts group and individual counseling, life skills groups, group mentoring, parenting education, and resource linkage, community involvement and social support.

METHOD OF EVALUATION AND/OR MONITORING

Contractor's Meetings occurred on April 30, July 30 and October 29, 2014 with all Child Welfare Services contract providers and Child Welfare Services. Information discussed included upcoming initiatives, increasing referrals and communication, OCAP reporting requirements, quarterly reporting requirements, claims and invoices and networking. In addition, managers met regularly with contract providers to discuss client services and referral processes.

Fighting Back Partnership is providing outcome measures for their activities including summarized results of client satisfaction surveys completed and results related to the evidence-based or evidence-informed practice model utilized.

PROBATION:

STRATEGY 1: IMPROVE AND INCREASE ACCESS TO MENTAL HEALTH SERVICES FOR YOUTH INVOLVED IN THE PROBATION SYSTEM

ANALYSIS

Probation continues to work and partner with CWS for mental health treatment services for youth. The County established an Interagency Collaborative which consists of representatives from CWS, Probation, Mental Health, and the School. The Collaborative meets weekly to staff cases and develop treatment plans for youth in higher level placements. In addition, Solano County Mental Health has a contract with Seneca Center for WRAP services. Probation has (3) slots available for youth to receive mental health services under this contract.

Along with Seneca Center, the Department secured a contract with Aldea Children and Family Services to provide counseling services to youth and their families in the community. Aldea Children and Family Services also provides individual counseling and Dialectical Behavioral Therapy (DB-CBT) to identified youth.

ACTION STEP STATUS

In Home Mental Health Services

In addition to the WRAP contract, Solano County Mental Health has a contract with Aldea Children and Family Services to provide in home supportive services. Probation is able to refer (3) youth for services under this contract. During this reporting period, Probation identified and referred (2) youth for services. The assigned probation officer tracks and monitors the services provided to all youth within the Department's case management system, CASE.

Aldea Children and Family Services initiates an assessment of the youth to identify treatment needs upon receipt of a referral from the assigned probation officer. Youth may receive Trauma Focused (TF-CBT) or Dialectical Behavioral Therapy (DB-CBT) individually or in a group setting.

If family issues are identified, the case is transferred to the Family Preservation Program and referred for Functional Family Therapy (FFT).

Service Broker Services:

The Family Resource Center assist individuals and families in accessing community based services. Services may include providing information on available resources, referring to employment and housing resources, and assisting in completing necessary applications.

Family Preservation Services:

Solano County Probation established a Family Preservation Program to reduce the recurrence and/or risk for out of home placement. A Senior Deputy Probation Officer has a caseload of approximately fifteen to twenty youth. The Family Preservation program is focused on increasing the family's support system, building on the family's strengths and reducing the likelihood of the youth entering into foster care or experiencing a recurrence of dysfunctional family issues. The Senior Deputy Probation Officer is required to provide face-to-face visits with the youth once per week, and meet with the family monthly. The Probation Officer will also make referrals to TBS or WRAP if appropriate. The Probation Officer also works closely with Aldea Children and Family Services, utilizing the probation contract, for Functional Family Therapy (FFT) services for families that are in need of Family Maintenance Programming. During the reporting period, there were no youth that completed the Family Preservation Program.

Monitoring Services and Referrals:

Probation developed a system to track services provided to youth within the Department's case management system, CASE. In addition, each youth has an individualized case plan that includes referrals and services provided. Utilizing the *RNR Program Tool* through George Mason University, Probation will be able to evaluate services provided to youth. Probation will continue to update Policies and Procedures based upon evaluation outcomes.

Method of evaluation and/or Monitoring

Quarterly meetings are scheduled and monitored by CWS. Probation attends the quarterly meetings to discuss programs and services with the service providers. Probation Managers and Supervisors also attend these meetings to receive updated information. In addition, through CASE, the assigned probation officer is able to monitor and track services that are provided include the type and duration.

STRATEGY 2: IMPROVE AND INCREASE ACCESS TO ALCOHOL AND OTHER DRUG (AOD) SERVICES FOR YOUTH INVOLVED IN THE PROBATION SYSTEMS

ANALYSIS

Probation continues to work with CWS for substance abuse treatment services for youth. Currently, several probation staff have been trained in Interactive Journaling through the Change Companies and the Matrix Intensive Substance Abuse program. These programs are evidence based and facilitated by probation officers individually or in a group setting.

METHOD OF EVALUATION AND/OR MONITORING

Services provided to youth are documented in the Department's case management system. In addition, the individual case plan captures service delivery referrals and services provided to youth and their families.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Probation is actively seeking additional resources to address the need for community based substance abuse treatment.

STRATEGY 4: ENHANCE FAMILY FINDING EFFORTS AND PERMANENCY PLANNING BY ENGAGING EXTENDED FAMILIES WHILE THE YOUTH IS IN CARE

ANALYSIS

Probation provides services in the least restrictive setting. It is Probation's goal to address identified treatment needs of the youth in an effort to reduce the likelihood of entering foster care. Probation officers meet with youth and their families based on the risk level determined by the JAIS Assessment tool. The probation officer also makes a concerted effort to involve the parent/guardian as well as family members in the case planning process.

Probation Officers initiate family finding at the onset of the youth entering the juvenile justice system and receiving probation services. Throughout the period of supervision, the assigned probation officer updates the family tree as new information is provided. Prior to placing a youth in an out of home placement, the Placement Officer will contact family members to determine the ability of the youth to reside in the home of an extended family member, if appropriate.

METHOD OF EVALUATION AND/OR MONITORING

Probation Officers received training regarding the importance of keeping the youth connected to the family and the importance of Family Finding. Enabling Probation Officers the ability to educate family members of the importance in keeping the youth connected to the family promotes positive behaviors. Probation officers also inform alternative family members of the supporting role of the Probation Officer as well as services that can be provided to support the family members and the youth.

Probation was able to utilize a free version of a family search engine (TLO) to search for family members when the address or phone number is not known to the youth. During this reporting year Probation determined that use of the TLO system was minimal as most family members provided contact information of relatives when asked. Probation discontinued use of the TLO system in July 2014.

Another method used to increase permanency is the utilization of Skype. A major roadblock in implementation is that many families do not have the necessary equipment to Skype. In addition, establishing a schedule with the group home providers for families to Skype will need to be addressed.

Probation has an internal policy and process for determining family finding with the youth and family starting at the intake process. All Probation Officers are required to develop and update the Family Finding tree, as needed. If the youth is 17.5 years of age and younger, and a family member is not available to take the youth upon completion of placement, the assigned probation

officer will initiate a 241.1 W&I hearing through the Juvenile Court and request that jurisdiction of the case be transferred to CWS. If the youth is older than 17.5 years of age, the probation officer will explore additional services/options through AB12.

Probation Officers have been provided training to assist in family finding efforts as well as case plan training. Supervising Deputy Probation Officers also conduct random caseload audits to ensure compliance with Juvenile Division Policy and Procedures, Title IVE, and case plan requirements.

During the reporting period, Probation reviewed and updated all of the Juvenile Division Policy and Procedures and provided updated information to all staff.

STRATEGY 7: IMPROVE SELF-SUFFICIENCY AND RE-INTEGRATION INTO THE COMMUNITY FOR YOUTH THROUGH LINKAGE TO ILP SERVICES

METHOD OF EVALUATION AND/OR MONITORING

The number of Probation youth eligible for AB12 services continue to increase. Probation Officers continue to work with these youth to assist them in obtaining housing, employment and education services. Probation works closely with the ILP Provider (First Place for Youth) to ensure that all eligible youth are referred to appropriate services and supports. In addition, Probation Officers receive annual training regarding the linkage of youth to ILP services that are available through the service provider.

Probation Officers assigned to the juvenile placement unit work with identified youth and make referrals to appropriate community based services. Probation Officers also work with youth that are 16 years of age and older in preparation for independent living. Prior to the youth exiting a group home placement, the Probation Officer will also notify the Solano County Office of Education (SCOE) Transitional Aide to provide the youth and family with assistance with school enrollment. This reduces the time that the youth is awaiting a date to return to the school in their local district.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CHILD WELFARE SERVICES:

So far in 2014 Child Welfare Services experienced 15.5 vacancies out of 66 Social Worker III positions (23%) with six of these being new positions authorized by the Board. Twenty-two Social Worker IIIs have begun since the beginning of 2014; fourteen since June 2014. Currently, 8.5 positions in this classification remain vacant (13%). All of these positions will be filled as quickly as possible.

Although our Social Services Supervisor and Social Services Manager classifications are generally fairly stable, during calendar year 2014, so far we had 4 vacancies out of 14 positions (28%) in the Social Services Supervisor class although two of these were for new positions authorized by the Board. As of October 2014, all positions in this classification are filled. For Social Services Manager, a new position in this classification was authorized by the Board in this year's budget. This position remains vacant to date for a vacancy rate of 33%.

This shortage in staffing and oversight has a direct impact on our outcomes. The vacant positions plus staff on maternity leave resulted in families experiencing a change of social worker assignments which negatively impacts outcomes throughout the system

PROBATION:

Probation has experienced some difficulty in meeting the goal regarding youth in care 3 years or longer. On occasion, Probation will need to place youth in care for longer than 3 years in order for specific treatment needs to be addressed. Typically the youth in this category need to complete sex offender treatment. Another barrier is that many of these youth cannot return to the residence where the victim resides which causes the youth to remain in a foster care placement. Probation Officers work with youth who are approaching the age of 18 and/or AB12 eligible to assist in obtaining independent living skills.

Although the number of youth under probation supervision continues to decrease, the youth that are being placed under supervision have a higher risk to reoffend, have committed serious delinquent acts, and have significant treatment needs.

The Probation Department continues to explore ways to increase family reunification efforts with youth that are placed in out of home care. In some cases, the circumstances of the delinquent act and the family discord often make reunification difficult. In addition, maintaining communication between the youth and the parent/guardian while they are in out of home placement is also difficult as parents/guardians may not have the ability and/or desire to travel the distance for family group home visits.

PROMISING PRACTICES/ OTHER SUCCESSES

CHILD WELFARE SERVICES:

Solano County Child Welfare Services has expanded Safety Organized Practice (SOP) to an agency wide implementation and rollout. Implementation requires training of all staff and partners to understand this family-centered, strength-based and safety-organized practice. SOP is family centered with a focus on behavior change, and not solely on services. The three major focuses are engagement, critical thinking, and enhancing safety of the youth and families. For example at the Hotline where suspected child abuse calls are taken the Social Workers are using "harm" and "danger" statements in presenting the concerns of the reporters. The focus on reports is how the described behavior of the caretaker/parent results in harm or presents a danger to the child in question. This in turn assists the social worker who investigates the report to have clear information on the concerns and to not focus on issues other than harm or danger to children. The investigator's resulting report thereby clearly expresses why CWS became involved and what was assessed when determining the appropriate action. Finally, social workers throughout the agency are looking at a parent's behavioral changes not just whether they were compliant with completing court ordered services when making major decisions such as eliminating supervision or increasing visitation or returning children to the parent's care.

Solano County Child Welfare Services (CWS) implemented Intensive Family Maintenance (IFM) services which has slowed the growth of children entering foster care. This program allows social workers to make visits 3-4 times during the month and to assist clients to actually connect with needed services while strengthening their family support system to keep kids safely in their

home. From January 1, 2014 through October 31, 2014, 84 additional children received IFM services for a total of 164 children who received IFM services. Of these only 9 children or 5.5% entered foster care. Of the 164 children, for 71 children or 43.3% the issue requiring supervision was resolved and their cases were closed. Solano County has sought to build upon the previous progress in IFM Services with an emphasis on returning children safely to their own homes sooner by adding Intensive Family Reunification (IFR) services. By providing IFR services we hope to be able to reunify children sooner rather than later thereby decreasing the months and/or years a child is in foster care.

PROBATION:

The Probation Department currently provides supervision services for approximately 500 youth. In efforts to enhance the Probation Officers engagement skills with youth and families, all Juvenile Probation Officers have been trained in Skills for Offender Assessment and Responsivity in New Goals (SOARING2). SOARING 2 is designed to assist professionals in building skills associated with using evidence-based practices for the effective management of offenders to effect change. Probation Officers received enhanced training regarding Case Plan development and review. The Juvenile Services Division developed an internal list of service brokers available in Solano County that provide support and services to youth and families. Probation Officers also utilize a shared service provider list developed by Child Welfare Services (CWS).

In addition to the above, Probation has developed a tracking system for referrals and services that are provided to youth. Developing a tracking system will help probation monitor the programs and services provided to youth. In addition, we will annually review programs utilizing the *Risk and Needs Responsively -RNR Program Tool* through George Mason University.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CHILD WELFARE SERVICES:

Outcome Measure: Reunification (C1.1, C1.2 and C1.4):

National Standard:

C1.1 – 75.2% of all children discharged from foster care to reunification during the year that had been in foster care for 8 days or longer, were reunified in less than 12 months from the date of the latest removal.

C1.2 – Of all children discharged from foster care to reunification during the year that had been in foster care for 8 days or longer, the median length of stay is 5.4 months.

C1.4 – 9.9% of all children discharged from foster care to reunification during the year, reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year.

Current Performance:

According to the Quarter 2 2014 Data Report measuring the period from January 1, 2013 to June 30, 2013, of the 88 children discharged from foster care to reunification during the year

who had been in foster care for 8 days or longer, 56 were reunified in less than 12 months from the date of the latest removal, which is a rate of 63.6%. Of 88 children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, the median length of stay was 9.0 months. Of the 133 children discharged from foster care to reunification during the year, 15 reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year, with a rate of 11.3%.

Data Analysis:

As previously reported, several factors have been considered that could have contributed to this outcome. As previously discussed, Solano County had staffing shortages during this time period that also impacted the family reunification program. The high caseloads made it difficult to provide and monitor services to support reunification. During this period there was a shift to reducing court continuances and adhering to the court timelines when establishing dependency. Fewer children are reunified prior to Disposition which has reduced the timeliness to reunification. Solano County has increased relative placements which research has also determined leads to longer period of time to reunification.

In 2014, Child Welfare Services was granted by the Board additional social worker positions to expand our Intensive Family Maintenance Services to the Family Reunification Program. We will be providing intensive court ordered services to all families in Solano County. We have also continued our implementation of Safety Organized Practice. These efforts will help shorten the time to reunification and is family centered with a focus on behavior changes needed to support reunification.

Outcome Measure: Long Term Care Composite (C3.1 C3.2 and C3.3)

National Standard:

C3.1 – 29.1% of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

C3.2- 98% of all children discharged from foster care during the year who were legally free for adoption, what percent were discharged to a permanent home prior to turning 18.

C3.3 – 37.5% of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?

Current Performance:

According to the Quarter 2 2014 Data Report which measured data between July 1, 2013 and June 30, 2014, of the 91 children in care 24 months or more, 26 children exited to permanency with a rate of 28.6%. Of the 45 children discharged from foster care during the year who were legally free, 43 were discharged to a permanent home prior to turning 18 with a rate of 97.5%. Of the 31 children who aged out, 12 had been in care 3 years or longer with a rate of 38.7%.

Data Analysis:

For children remaining in care for 24 months or longer, the highest percentage of children exiting to permanency are children 1 to 2 years of age that are adopted. The next age group is

children ages 3 to 5 years of age that are adopted or exit to guardianship. No children in these age groups reunified during this time period. 5% of the youth ages 16 to 17 reunified but the rest remained in care or exited to non-permanency. The percentages by ages of children are seen below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

Exits To Permanency

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

Agency Type=Child Welfare

Jul 1, 2013 to Jun 30, 2014

Solano

	Age Group						All
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	%	%	%	%	%	%	%
Exited to reunification by end of year and before age 18				4.8	6.5	5	4.4
Exited to adoption by end of year and before age 18		71.4	58.3	19			17.6
Exited to guardianship by end of year and before age 18			8.3	9.5	9.7		6.6
Exited to non-permanency by end of year						5	1.1
Still in care		28.6	33.3	66.7	83.9	90	70.3
Total		100	100	100	100	100	100

The different permanency outcomes for children that have remained in care for two years or longer seem to be fairly consistent over time with a drop in non-permanency exits in the current reporting period as seen below.

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2013.12.09 Database version: 66B37D82

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

Exits To Permanency

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

Agency Type=Child Welfare

Solano

	Interval
--	----------

	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013	JUL2013- JUN2014
	%	%	%	%
Exited to reunification by end of year and before age 18	5.2	6.9	4.8	4.4
Exited to adoption by end of year and before age 18	12.4	19.5	19	17.6
Exited to guardianship by end of year and before age 18	5.2	4.6	2.4	6.6
Exited to non-permanency by end of year	8.2	8	9.5	1.1
Still in care	69.1	60.9	64.3	70.3
Total	100	100	100	100

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2013.12.09 Database version: 66B37D82

Solano County had two youth that were legally free at 18 that exited foster care. The numbers of children by ages are shown below. Over time Solano County has seen few children that exited in this status.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

Exits To Permanency (Legally Free At Exit)

Legally free at exit: Exit to permanency before age 18

Agency Type=Child Welfare

Jul 1, 2013 to Jun 30, 2014

Solano

COUNT	Age Group							Total
	Under 1	'1- 2	'3- 5	'6- 10	'11- 15	16- 17	18- 20	
	n	n	n	n	n	n	n	
Exited to permanency before age 18	.	17	18	8	.	.	0	43
Did not exit to permanency before age 18	.	0	0	0	.	.	2	2
Total	.	17	18	8	.	.	2	45

Solano County is seeing increasing number of youth emancipating or age 18 still in care that have been in care less than 3 years as seen in the numbers of children by ages below.

California Child Welfare Indicators Project (CCWIP)

University of California at Berkeley

In Care 3 Years Or Longer (Emancipated Or Age 18 In Care)

Emancipated or age 18 in care during the year: In care 3 years or longer

Agency Type=Child Welfare
 Jul 1, 2013 to Jun 30, 2014
 Solano

COUNT	Age Group							Total
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	18	
	n	n	n	n	n	n	n	
In care less than 3 years	19	19
In care 3 years or longer	2	10	12
Total	2	29	31

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B49BBC

Data Source: CWS/CMS 2014 Quarter 2 Extract.
 Program version: 2.00 Database version: 66B49BDC

This change for older children entering care is seen dramatically in the numbers below. In 10/11 youth emancipating or age 18 in care was 18.8% which is in stark contrast to the recent year at 61.3%.

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley

In Care 3 Years Or Longer (Emancipated Or Age 18 In Care)
 Emancipated or age 18 in care during the year: In care 3 years or longer
 Agency Type=Child Welfare
 Solano

PERCENT	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014
	%	%	%	%
	In care less than 3 years	18.8	30	52.4
In care 3 years or longer	81.3	70	47.6	38.7
Total	100	100	100	100

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Program version: 2.00 Database version: 66B49BBC

In analyzing the data several factors come to light. The most significant change is the shift to youth entering the CWS system at 16 to 17 years of age and emancipating or remaining in

placement at age 18 as shown above. We have had a long standing practice to not recommend termination of parental rights until a permanent home has been secured. Unfortunately, we had two youth that experienced placement disruptions that were unable to secure permanency prior to exiting care. As discussed before we have difficulty finding concurrent homes early for children and also we have experienced more appeals that have delayed the adoption process for 10 to 12 months.

With the implementation of Extended Foster Care, it is anticipated that the number of youth entering care from 16 to 17 years of age will continue to rise and impact this measure. It is not anticipated that we will see a decrease in the number of adoption appeals. Solano County will continue to work on improving processes to locate concurrent homes earlier in the process, expand our family finding efforts and increase the use of Permanency Team Meetings.

Outcome Measure: Placement Stability (C4.2 and C4.3)

National Standard:

C4.2 –65.4% of all children during the year who were in foster care for at least 12 months but less than 24 months had two or fewer placements.

C4.3- 41.8% of all children served in foster care during a year who were in foster care for at least 24 months had two or fewer placements.

Current Performance:

According to the Quarter 2 2014 Data Report measuring the period from July 1, 2013 to June 30, 2014, of 147 children during the year who were in foster care for at least 12 months but less than 24 months 76 had two or fewer placements with a rate of 51.7%. Of 139 children served in foster care during a year that were in foster care for at least 24 months 38 had two or fewer placements with a rate of 27.3%.

Data Analysis:

As previously reported, two main factors are seen impacting this outcome. Solano County has fewer than 30 state licensed homes to provide placements. Many children are placed out of county until a placement in the county can be located contributing to additional placement moves. Foster Family Agencies with certified homes in Solano County place children from surrounding counties which limits availability for Solano children. Solano County struggles with identifying concurrent homes early in the case which contributes to additional moves. Solano County has increased relative placements but frequently additional time is needed to address criminal exemptions. With the use of our emergency foster home placement, potentially several placements occur before placing with kin.

Solano County works closely with local Foster Family Agencies to coordinate services, leverage training resources and address recruitment concerns. It is hoped that these efforts will continue to support children remaining in the county. We continue to explore options for recruiting more state licensed homes and to improve our processes for identification of concurrent homes early in the process.

PROBATION:

Outcome Measure: Placement Stability C4-1

National Standard: 86%

Performance Standard: 88.2%

Of all children served in foster care during the year that were in foster care for at least 8 days but less than 12 months (Measure C4.1), what percentage had two or fewer placement settings?

Current Standard:

According to the October 2014 Quarterly Data Report (Quarter 2 FY2014-15) of the 34 youth in care, 30 youth were in less than 2 placements while 4 youth had difficulty in their initial placement and was moved to a different placement setting.

PERCENT	Age Group						All
	Under 1	1-2	3-5	6-10	11-15	16-17	
	%	%	%	%	%	%	
<=2 placements	100.0	82.6	88.2
>2 placements	0.0	17.4	11.8
Total	100.0	100.0	100.0

Outcome Measure: Placement Stability C4-2

National Standard: 65.4%

Performance Standard: 60 %

Of all children served in foster care during the year that were in foster care for at least 12 months but less than 24 months (Measure C4.2), what percentage had two or fewer placement settings?

Current Standard:

According to the October 2014 Quarterly Data Report (Quarter 2 FY2014-15) of the 10 youth in placement, 6 youth were in less than 2 placements and 4 youth were in 2 or more placements. Seven of the 10 youth were under 15 years of age, 5 of which remained in the initial placement. Three youth were 16 years of age or older, 2 of which required a second placement setting. At times, younger youth need a period of adjustment before they settle in and adjust to receive services. Younger youth can also cause issues with older youth in the group home setting thus leading to the need for a second placement. It appears that the older youth are more inclined to accept the requirements and take advantage of the programming and services provided.

PERCENT	Age Group						All
	Under 1	1-2	3-5	6-10	11-15	16-17	
	%	%	%	%	%	%	
<=2 placements	71.4	33.3	60.0

>2 placements (prior)	0.0	.	0.0
>2 placements (recent)	28.6	66.7	40.0
Total	100.0	100.0	100.0

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Outcome Measure: Placement Stability 2F Timely Monthly Caseworker Visits

National Standard: 90%

Performance Standard: 87.6%

These reports calculate the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once. The report summarizes monthly data by 12-month periods/intervals.

Current Standard:

According to the October 2014 Quarterly Data Report (Quarter 2 FY 2014-15), Probation had 43 youth in group home placements. Probation was slightly below the National Standard in meeting monthly group home visits. It is noted that 3 youth absconded from placement which affected the probation officer's ability to make the monthly contact as the youth's whereabouts were unknown.

Age Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	n	n	n	%	n	%
Under 1
1-2
3-5
6-10
11-15	15	87	71	81.6	70	98.6
16-17	28	114	105	92.1	104	99.0
Total	43	201	176	87.6	174	98.9

Placement Type	Children in Placement Entire Month	Children Visited	Percent Visited	Children Visited in Residence	Percent Visited in Residence
	n	n	%	n	%
Pre-Adopt
Kin

Foster
FFA
Court Specified
Group	12	12	100.0	12	100.0
Shelter
Transitional Housing
Guardian-Dependent
Runaway	3
Trial Home Visit
SILP
Total	15	12	80.0	12	100.0

Data Source: CWS/CMS 2014 Quarter 2 Extract.

Placement officers strive to meet with youth monthly while they are in the group home placement. During monthly visits, the placement officer meets with the group home staff to discuss the progress made toward meeting the case plan goals. The Placement Officer also meets with parents/guardians to provide updates and develop the transition plan in preparation for reunification.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE SERVICES:

A Class Action Lawsuit (Katie A.) was settled statewide in December 2011 which requires timely access to mental health services for children in the Child Welfare system. It calls for a redesign of the interface between Child Welfare and Mental Health. Solano County was selected to be part of a learning collaborative to help inform this new system to ensure that children are protected, services are needs driven, strength based and family focused, family voice is assured throughout the process, services are culturally respectful and blend formal and informal supports, services are delivered with a multiagency collaborative approach and individualized and children have permanency and stability in their living situation. Solano County has worked hard to develop processes to meet this mission.

For the March 1st through August 31st Reporting Period:

- 106 children were identified as subclass members
- 40 children received Intensive Care Coordination

- 23 children received Intensive Home Based Services
- 26 children received intensive specialty mental health services and/or intensive treatment foster care
- 30 children received other mental health services
- 6 children declined Katie A. Subclass services

The California Fostering Connections to Success Act was signed into law September 30, 2010 through Assembly Bill (AB) 12. Effective January 1, 2012 the bill allowed eligible 18 year olds in foster care to remain in foster care up to 19 years and was expanded January 1, 2014 up to age 21. Solano County has seen an expansion in this population and an increased number of older youth entering the system at age 17. As of November 25, 2014 CWS has forty (40) young adults taking advantage of this program. The majority of these young adults are choosing to transition into Supervised Independent Living Placement, are working on education and vocational goals, and further building their adult support systems. Case-management is geared towards better outcomes and increased self-sufficiency.

PROBATION:

In 2011, Child Welfare and Probation began to meet to discuss the implementation of AB12 in Solano County. In addition, Probation has continued to explore ways to increase the number of participants receiving both ILP and AB12 services. Probation agreed to provide AB12 services to youth outlined in California Welfare and Institutions Code Section 602, and Child Welfare Services agreed to provide services to youth that are outlined in California Welfare and Institutions Code Section 300. Moreover, CWS and Probation meet quarterly with the County's ILP provider to ensure that services are being provided.

5 — YEAR SIP CHART

Child Welfare Services

Strategy 1: Improve and increase access to mental health services for families who are impacted by child abuse or neglect and evaluate the impact of those services	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment C1.3: Reunification within 12 months (6 month entry cohort)
Action Steps:	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
	Implementation Date:	Completion Date: Person Responsible:
A. Identify service criteria, develop Request for Proposal (RFP), and conduct an RFP for an evidenced model for in home based mental health services to address family counseling, parenting education, domestic violence, and other mental health needs. This plan will include an evidenced based evaluation.	October 2012	Completed October 24, 2012 see page 15 Administrative Manager
B. Select service provider and put contract in place for in home based mental health services.	March 2013	Completed on March 12, 2013, see page 15 Administrative Manager

<p>C. Develop referral process for Title IV E probation youth/families and CWS FM/FR families. Train CWS staff on the programs available and referral process.</p>	<p>April 2013</p>	<p>Ongoing see pages 14 – 15</p>	<p>CWS Managers and Contractor</p>
<p>D. Conduct RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources</p>	<p>October 2012</p>	<p>Completed on October 24, 2012 see page 15</p>	<p>Administrative Manager</p>
<p>E. Select service provider and put contract in place for service broker</p>	<p>March 2013</p>	<p>Completed on March 12, 2013 see page 15</p>	<p>Administrative Manager</p>
<p>F. Develop referral process and train CWS staff on service broker services</p>	<p>April 2013</p>	<p>Ongoing see pages 14 - 15</p>	<p>CWS Managers and Contractor</p>
<p>G. Establish quarterly meetings with all OCAP service providers and CWS to review quarterly data and implementation issues</p>	<p>August 2013</p>	<p>Ongoing see pages 14 - 15</p>	<p>Contract Manager</p>
<p>H. Monitor performance for any needed changes to process and services for both mental health and service broker contracts. Monitor referrals and increase utilization of services.</p>	<p>July 2013</p>	<p>Ongoing see pages 14 - 16</p>	<p>Contract Manager Program Managers</p>

<p>I. Utilize a safe measures or business object report to track the no recurrence of maltreatment in Voluntary and Court FM cases to evaluate the program effectiveness on a quarterly basis</p>	<p>Target date is by 12/31/15.</p>	<p>Not completed</p>	<p>CWS Managers</p>
<p>Strategy 2: Expand Alcohol and Other Drug (AOD) services for parents involved with the Child Welfare System.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment C1.3 Reunification within 12 months (6 month entry cohort)</p>	
<p>Action Steps</p> <p>A. Develop a Memorandum of Understanding between Substance Abuse and CWS to provide outpatient treatment for eligible clients</p> <p>B. Develop referral process and train CWS staff for substance abuse services.</p> <p>C. Conduct RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources</p>	<p><input type="checkbox"/> N/A</p> <p>Implementation Date:</p> <p>March 2013</p> <p>April 2013</p> <p>October 2012</p>	<p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p> <p>Completion Date:</p> <p>Completed March 2013 see page 17</p> <p>Ongoing see pages 16 - 17</p> <p>Completed October 24, 2012 see page 17</p>	<p>Person Responsible:</p> <p>Administrative Manager</p> <p>CWS Managers</p> <p>Administrative Manager</p>

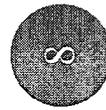
D. Select service provider and put contract in place for service broker	March 2013	Completed March 12, 2013 see page 17	Administrative Manager
E. Develop referral process and train CWS staff on service broker services	April 2013	Ongoing see pages 16 - 17	CWS Managers
F. Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues	August 2013	Ongoing see pages 16 - 17	Contract Manager
G. Monitor performance for any needed changes to process and services for both substance abuse treatment services and service broker. Monitor referrals and increase utilization of services.	July 2013	Ongoing see pages 16 - 17	Contract Manager
H. Utilize a safe measures or business object report to track the no recurrence of maltreatment in Voluntary and Court FM cases to evaluate the program effectiveness on a quarterly basis	Target date by 12/31/	Not completed	CWS Managers

Strategy 3: Provide Adoption promotion and support services to increase permanency for children in SolanoCounty.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	

Provide an evidence based program to promote and provide support to children and adoptive families to nurture lifetime commitments.	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
Action Steps:	Implementation Date:	Completion Date:
A. Identify service criteria, develop and conduct an RFP for an evidenced based program to promote adoption and provide supportive services to pre and post adoptive families. This program will include an evidenced based evaluation.	October 2012	Completed October 24, 2012 see pages 17-18 Administrative Manager
B. Select service provider and put contract in place for adoption promotion and supportive services	March 2013	Completed March 12, 2013 see pages 17-18 Administrative Manager
C. Develop referral process and train CWS staff on available adoption promotion and supportive services	April 2013	Ongoing see pages 17-18 CWS Managers and Contractor
D. Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues	August 2013	Ongoing see pages 17-18 Contract Manager
E. Monitor performance for any needed changes to process and services for adoption promotion and supportive program Monitor referrals and increase utilization of services.	July 2013	Ongoing see pages 17-18 CWS Contract Manager Program Managers

Strategy 4: : Increase Relative placements through improvement of the relative approval process and development of supports for these caregivers, including the child welfare and probation systems and the community at large and enhance Family Finding efforts by engaging extended family members while the child is in care	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)
Action Steps:	Implementation Date:	Completion Date:
<p>A. . Identify service criteria, develop and conduct an RFP for an evidenced based program for kinship support and navigation services including support groups, referral sources, and case management. This program will include an evidenced based evaluation.</p>	October 2012	Completed October 24, 2012 see pages 19-20
<p>B. Select service provider and put contract in place for kinship support services</p>	March 2013	Completed March 12, 2013 see pages 19-20
<p>C. Develop referral process and train CWS staff to access kinship supportive services</p>	April 2013	Ongoing see pages 19 - 20
Person Responsible:		Administrative Manager
Person Responsible:		Administrative Manager
Person Responsible:		CWS Managers and Contractor

<p>D. Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues</p>	<p>August 2013</p>	<p>Ongoing see pages 19 - 20</p>	<p>Contract Manager</p>
<p>E. Monitor performance for any needed changes to process and services for kinship support contract Monitor referrals and increase utilization of services.</p>	<p>July 2013</p>	<p>Ongoing see pages 19 - 20</p>	<p>Contract Manager Program Manager</p>
<p>F. Finalize policy and train on Relative Search and Notification Policy. Develop a business object report to track the frequency of Family Finding efforts.</p>	<p>March 2013</p>	<p>Completed 2012 see pages 19 - 20</p>	<p>CWS Managers</p>
<p>G. Increase use of available external resources to locate and engage relatives</p>	<p>January 2013</p>	<p>Ongoing see pages 19 - 20</p>	<p>CWS Managers</p>
<p>H. Utilize kinship support services to maintain relative placements and enhance permanency planning</p>	<p>April 2013</p>	<p>Ongoing see pages 19 - 20</p>	<p>CWS Staff</p>
<p>I. Develop Business Objects report or other tracking mechanism to be reviewed quarterly to determine if Family Finding efforts have increased</p>	<p>Target date by 12/31/15</p>	<p>Not completed</p>	<p>IT and CWS Managers</p>



Strategy 5: Ensure consistency in the use of Family Team Meetings	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:		Completion Date:	Person Responsible:
A. Ongoing training for staff on facilitation skills.	November 2013	Ongoing see page 21	CWS Managers
B. Maintain and review data on family meetings via monthly Business Objects reports.	January 2013	Ongoing see page 21	IT and CWS Managers
C. Hold staff accountable to have meetings as outlined in the protocols	January 2013	Ongoing see page 21	CWS Supervisors

Strategy 6: Provide intensive prevention and early intervention services to at-risk youths not known to Child Welfare Services. Substantiation Rates	<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Substantiation Rates <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A. Identify service criteria, develop and conduct an RFP for an evidenced based positive youth development program to assist at risk youth in developing skills so that they can become healthier and not become known to the Child Welfare or Probation system. This program will include an evidenced based evaluation.</p> <p>B. Select service provider and put contract in place for a positive youth development program.</p>	December 2013	Completed December 2013 see pages 21 - 22	Administrative Manager
<p>C. Establish quarterly meetings with service providers and CVS to review quarterly data and implementation issues</p>	April 2014	Completed April 2014 see pages 21-22	Administrative Manager
<p>D. Monitor performance for any needed changes to process and services for positive youth development program</p>	April 2014	Ongoing see pages 21 - 22	Contract Manager
	October 2014	Ongoing see pages 21 - 22	Contract Manager

Probation

Strategy 1: Improve and increase access to mental health services for youth involved in the probation system.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF		Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.3: Reunification within 12 months (6 month entry cohort) C3.3: Exits to Permanency	
	<input checked="" type="checkbox"/> N/A		<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible	
A. Actively participate in the RFP process to secure mental health services.	October 2012	December 2012 See CWS Strategy 1 Action Step A	Probation Manager or Placement SDPO	
B. Refer identified youth and families to the procured services, monitor performance and track progress.	March 2013	January 2018 and Ongoing See pages 22-23	Placement DPO/Probation staff	
C. Develop an evaluation process that includes random case reviews, and exit surveys to track service delivery.	March 2013	June 2013 See pages 22-23	Probation Manager and/or Probation SDPO	
D. Based on the evaluation process determine if any policy or practices need to be updated based on the 2013-2018 System Improvement Plan.	June 2013	January 2014 and Ongoing See pages 22-23	Probation Manager and/or Probation SDPO	

<p>E. Participate in RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources</p>	<p>October 2012</p>	<p>November 2012 See CWS Strategy 1 pages 14-16</p>	<p>CWS Administrator</p>
<p>F. Refer families to service broker provider</p>	<p>February 2013</p>	<p>November 2013 and Ongoing see page 23</p>	<p>Placement DPOs Diversion DPO's only</p>
<p>G. Attend established quarterly meetings with service providers, CWS, and Probation to review quarterly data and implementation issues</p>	<p>April 2013</p>	<p>Ongoing See pages 22-23</p>	<p>Probation Manager/ Placement SDPO/ Diversion SDPO</p>
<p>Strategy 2: Improve and increase access to Alcohol and Other Drug (AOD) services for youth involved with the Probation systems</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p>	<p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p>A. Actively participate in the negotiations with CWS and Substance abuse</p>	<p>2013</p>		
<p>B. Refer eligible youth and families to the procured services and track what services are provided. (YFS until October 2014 and Kaiser)</p>	<p>January 2013</p>		

C. Develop an evaluation process that includes random case reviews, and exit surveys to track service delivery.	March 2013		
D. Based on the evaluation process determine if any policy or practices need to be modified based on the 2013-2018 System Improvement Plan	June 2013		
E. Participate in RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources	October 2012		
F. Refer families to service broker provider	February 2013		
G. Actively seek service provider to provide Alcohol and Other Drugs counseling services for youth who do not have Kaiser	December 2014	February 2015 See pages 23-24	Probation Manager or Probation Analyst and/or SDPO
H. Enter into contract or initiate RFP process to procure service provider	March 2015	June 2015 See pages 23-24	Probation Manager or Probation / SDPO/ Probation Analyst

I. Refer eligible youth and families to the procured services and track what services are provided.	January 2013	Ongoing See pages 23-24	Probation staff and SDPO
J. Develop an evaluation process that includes random case reviews, and exit surveys to track service delivery.	March 2013	June 2013 and Ongoing See page 24	Probation Manager and/or SDPO
K. Based on the evaluation process determine if any policy or practices need to be modified based on the 2013-2018 System Improvement Plan	June 2013	January 2014 and Ongoing See pages 24-25	Probation Manager/ Policy Review Committee / SDPO

Strategy 4: Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Educate families about the purpose of Family Finding, focusing on permanent connections.	January 2013	Ongoing as minors enter the system See page 25	Probation Officers

Strategy 7: Improve self-sufficiency and re-integration into the community for youth through linkage to ILP services.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Establish a relationship with the ILP provider to address issues for high risk minors who have resolved delinquency including housing, employment and education.	January 2013	February 2013 and Ongoing See page 25	Probation Manager, Placement SDPO and Probation Officers
B. Train probation officers on what is available in the community for probation youth and document ILP efforts.	June 1, 2013	June 30, 2013 See page 25	Probation SDPO's and Probation staff
C. Begin educating minors in local resources earlier in placement to establish connections upon return to community	January 2013	Ongoing See page 25	Placement Officers