

California - Child and Family Services Review

Annual SIP Progress Report

JANUARY 2, 2015 TO JANUARY 2, 2016



CDSS

CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

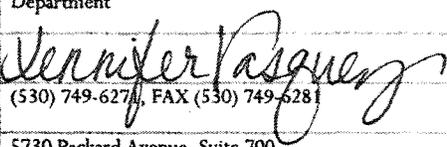
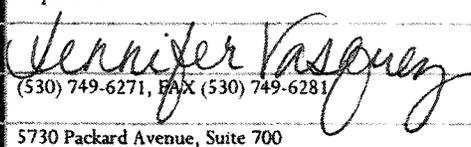
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SIGNATURE SHEET

California – Child and Family Services Review Signature Sheet	
For submittal of: CSA <input type="checkbox"/> SIP <input type="checkbox"/> Progress Report <input checked="" type="checkbox"/>	
County	Yuba
SIP Period Dates	January 2, 2015 to January 2, 2016
Outcome Data Period	July 2014; Data Extract: Q1 2014
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California - Child and Family Services Review

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Executive Summary

The Yuba County Health and Human Services Department (YCHHSD), Child Welfare Services (CWS) Division and Yuba County Probation Department, Juvenile Division are pleased to report the completion of the 2015 Annual System Improvement Plan (SIP) Progress Report. Through the creation of the 2013 County Self Assessment (CSA), the 2014-2019 SIP and this SIP Progress Report, we at Yuba County CWS and Probation Department continue to assess our practices, services, systemic factors, etc., in order to find new ways to effectively plan and make the needed improvements.

The 2014-2019 SIP outlined the strategies that CWS and the Juvenile Probation Department plan to implement over the five year period to improve outcomes for the children and families of Yuba County. The SIP incorporated the findings of 2013 CSA which includes the Stakeholders Meeting and the 2013 Peer Review as mandated by Assembly Bill 636 (AB 636) and will be in effect as of January 2, 2014, through January 2, 2019. This 2015 SIP Progress Report is the first of the four update reports that are required to be submitted to show our progress in all the strategies that were set forward in the SIP.

CWS

During the CSA and SIP process, the outcomes that needed improving were selected based on Yuba County's performance against federal standards and findings through the recommendations from the 2013 Peer Review and the Stakeholders Meetings. The following three outcomes were selected as the SIP outcome measures and improvement goals:

1. **2B:** 10-Day Response for Child Abuse/Neglect Referrals
2. **S1.1:** No Recurrence of Maltreatment
3. **C4.3:** Placement Stability (Over 24 Months in Care)

The following outlines the goals and strategies, as determined in the 2014-2019 SIP, that are being updated for the continued purpose of improving the selected outcome measures:

1. 10-Day Response for Child Abuse/Neglect Referrals

- **Goal:** Increase the percentage of timely 10-day responses for child abuse and neglect referrals by 12.7 percent in order to exceed the current statewide standard and the future 100.0 percent standard as to be established through state statute.
 - **Strategy 1.0:** Improve timely data entry of investigative narrative in CWS/CMS.

2. No Recurrence of Maltreatment

- **Goal:** Increase No Recurrence of Maltreatment by 3.2 percent to reach the National Standard of 94.6 percent.
 - **Strategy 1.0:** Continue with fully implemented Differential Response (DR) program including Path I and Path II responses.
 - **Strategy 2.0:** Supplement social workers' knowledge and skill with the use of an internally developed Family Risk Checklist by CWS supervisors and social workers

for measuring family progress through continual assessment for measuring family improvement.

- **Strategy 3.0:** Continue with full implementation of the Safety Organized Practice (SOP) model to engage families and complete accurate assessments.

3. Placement Stability (Over 24 Months in Care)

- **Goal:** Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.
 - **Strategy 1.0:** Develop and implement the Quality Parenting Initiative.
 - **Strategy 2.0:** Develop and implement the Prevention/Intervention Placement Protocol.
 - **Strategy 3.0:** Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes in order to enhance concurrent planning practices through improving the process for identification of potential relative/NREFM placement homes at time of initial detention.
 - **Strategy 4.0:** Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes by building Resource Families. Please note that the California Department of Social Services (CDSS) reported that it will not be moving forward on allowing additional counties to start the Resource Family Approval Process (RFA) until the state has resolved the issues related to the complaints and grievances.
 - **Strategy 5.0:** Improve children's mental health and development through the implementation of Ages and Stages (0-5) and Strengths and Difficulty (6-18) screening tool so that mental health and developmental screening for all children entering into the CWS system is completed.

PROBATION

An outcome in need of improvement was selected for the SIP based on Yuba County's performance against federal standards and findings through the recommendations from the 2013 Peer Review and the Stakeholders Meetings. The following is the outcome selected as the SIP outcome measure and improvement goal:

1. C3.1 - Exits to Permanency (24 Months in Care)

The following outlines the goals and strategies, as determined in the 2014-2019 SIP, that are being updated for the continued purpose of improving the selected outcome measures:

1. Exits to Permanency (24 Months in Care)

- **Goal:** Although the probation youth caseload continues to remain in the lower numbers, for those exiting to permanency prior to turning 18, the goal remains set to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0 percent (baseline) to 50 percent (improvement goal) by the end of the five year SIP period. This will result in an increase of one more child out of two exiting care to permanency.

- **Strategy 1.0:** Increase the percentage of probation youth living in permanent living arrangement by establishing Team Decision Meetings that include current placement staff, parents, relatives, or any other individual who has ties to the child.
- **Strategy 2.0:** Increase the percentage of probation youth living in permanent living arrangement by utilizing concurrent planning and Family Finding at the onset of the case.
- **Strategy 3.0:** Increase the percentage of probation youth living in permanent living arrangement by networking with family foster agencies to recruit Welfare and Institutions Code §602 foster homes to the local area.
- **Strategy 4.0:** Increase the percentage of probation youth being employed and participating in job training by networking with local employment assistance agencies to assist youth in obtaining job skills.
- **Strategy 5.0:** Increase the percentage of probation youth being employed and participating in job training by assisting youth in obtaining employment.
- **Strategy 6.0:** Increase youth's knowledge of AB 12 by expanding the staff's knowledge of AB 12.
- **Strategy 7.0:** Increase youth's independence from the judicial system by increasing youth's knowledge of community agencies and how to access services.

CHILD ABUSE PREVENTION INTERVENTION AND TREATMENT PROGRAM (CAPIT) /COMMUNITY-BASED CHILD ABUSE PREVENTION PROGRAM (CBCAP) / PROMOTING SAFE AND STABLE FAMILIES (PSSF)

Upon completion of the 2013 CSA and the 2014-2019 SIP, the process of how the CAPIT/CBCAP/PSSF funds will be utilized over the next five years was outlined. The California Department of Social Services (CDSS) and Office of Child Abuse Prevention (OCAP) consultants worked closely with the CWS staff, community partners, and stakeholders during the development of the SIP. As a result of those efforts, it is anticipated that procurement would be initiated at the end of the first year to align with SIP's five-year planning process. The procurement will respond to the needs highlighted in the CSA, Peer Review, Stakeholders Meeting and the priorities established by the SIP.

During the remaining four years, the CWS Division and Probation Department will diligently continue to work towards improving outcomes for children and families who receive services through the CWS and Probation systems. A SIP Core Committee will continue to meet and monitor progress during the period covered by the 2014-2019 SIP.

We continually look forward to working with our staff, parents, caregivers, the Court, other public agencies, community partners, service providers, and communities to ensure that children are protected, families receive services to prevent child abuse, reunify with children who have been removed from their homes, if appropriate, and Yuba County youth are provided with appropriate services and permanent homes.

Introduction

Since 2003, the state and local child welfare agencies have continually worked toward changes mandated by the California Child and Family Services Review (C-CFSR) through the engagement of three integrated processes which have been used to guide system improvements over the three year review cycles. During each review cycle, each California county was mandated to conduct a Peer Quality Case Review (PQCR) and a self assessment, then develop a System Improvement Plan (SIP), which integrated information from the CSA and PQCR to:

- Identify specific areas of performance and systemic factors that were targeted for improvement during that cycle review.
- Establish measurable goals for improvement for each target.
- Develop strategies for accomplishing change.

YCHHSD-CWS and Juvenile Probation conducted their third CSA in February and March of 2010 and third SIP in October of 2010. As in the previous self assessment and SIP, Yuba County continued to focus on obtaining extensive input from our public and private partners, knowing that their knowledge and experience, combined with CWS and Probation, were critical in identifying the strengths, needs, and gaps in our service delivery.

In 2012, as a result of increased federal emphasis on outcomes and accountability and through the use of a workgroup comprised of the CDSS Children's Services Outcomes and Accountability Bureau (CSOAB) and OCAP, the County Welfare Directors Association (CWDA), the Chief Probation Officers of California (CPOC), the Center for Social Services Research, University of California (U.C.) Berkeley and representatives from several California child welfare and probation agencies, the CDSS revised the C-CFSR process to improve California's quality assurance system through the use of a functioning Continuous Quality Improvement (CQI) system in child welfare. Thus, through this workgroup, the CDSS revised the CSA and the SIP to include transitioning from a three year cycle to a five year cycle.

The five year CSA incorporates the Peer Review (formerly known as PQCR) and implementation of a state-administered Child Welfare Services/Case Management System (CWS/CMS) System Case Review using a standardized case review tool. The five year SIP incorporates the implementation of an annual SIP Progress Report (formerly called the SIP Update) to:

- Analyze improved outcomes.
- Identify ineffective strategies.
- Adjust priorities to support continuous quality improvement across the continuum of child welfare services.

The key participants in both the CSA and SIP processes are referred to as the C-CFSR Team for Yuba County which includes CWS, the Probation Department, CSOAB, OCAP and many

local community stakeholders. CWS and the Probation Department, along with CDSS, serve as lead agencies for all elements of the C-CFSR process.

This 2014-2019 SIP is the operational agreement between the CDSS, YCHHSD-CWS and Yuba County Probation Department that outlines the strategies that CWS and the Juvenile Probation Department plan to implement over the next five years to improve outcomes for children and families. The 2014-2019 SIP incorporates the findings of 2013 CSA which includes the Stakeholders Meeting and the 2013 Peer Review as mandated by AB 636 and will be in effect from January 2, 2014, through January 2, 2019.

Modifications and updates to this five year plan are to be done when deemed necessary but will occur at least annually through the SIP Progress Report to identify any changes that are being made to the plan. These annual reports will also document completed activities and describe county successes and barriers in reaching the performance goals and outcomes. This progress report is the first of four annual reports to be done.

SIP Progress Narrative

Yuba County CWS and Juvenile Probation conducted the fourth SIP in October/November 2013. As with the previous SIPs, Yuba County continued to focus on obtaining extensive input from our public and private partners, knowing that the combined knowledge and experience was critical in improving our performance and service delivery.

STAKEHOLDERS PARTICIPATION

CWS managers and supervisors have on-going contact with stakeholders several times each month at various community meetings. These meetings include the Yuba County Blue Ribbon Commission; the Yuba County Children's Council; The Yuba County Assessment team (YCAT) and various functional groups. Members of these meeting includes administrators and staff from Mental Health, Probation; Yuba County Office of Education; CalWORKs; Family Resource Centers; Foster Parent Association; Independent Living Program staff; Faith-Based community members; Juvenile Court Judge and Attorneys; older youth and parents. During these meeting the progress and activities related to the System Improvement Plan are shared and discussed, as it is appropriate to the specific group.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CWS

The three outcome measures listed below were selected in the 2014-2019 SIP as needing improvement as based on Yuba County's performance against federal standards and findings from the CSA process, Peer Review and Stakeholders Meeting. Each outcome's current status, improvement goals and their progress will be discussed in the following narratives.

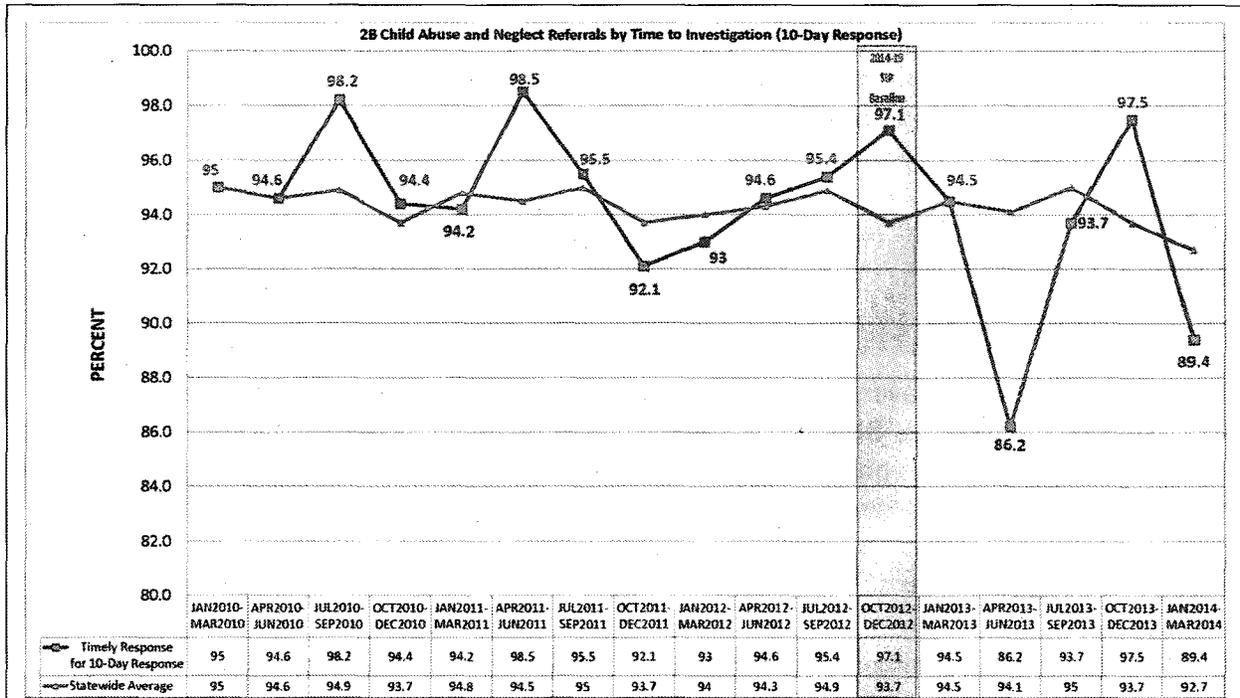


- 2B: 10-Day Response for Child Abuse/Neglect Referrals
- S1.1: No Recurrence of Maltreatment
- C4.3: Placement Stability (Over 24 Months in Care)

10-DAY RESPONSE FOR CHILD ABUSE/NEGLECT REFERRALS

Measure 2B: 10-Day Response for Child Abuse/Neglect Referrals

In regards to the referral response type “10-Day Response,” what percentage of child abuse and neglect referrals that require, and then receive, an in-person investigation within three, five or ten days following the receipt of the allegation?



Source: Center for Social Services Research, School of Social Services, U.C. Berkeley: CWS/CMS 2014 Quarter 1 Extract

DATA ANALYSIS

Rationale for Continued Prioritization of 10-Day Response for Child Abuse/Neglect Referrals

YCHHSD CWS Division continues to make the safety and well-being of all children a priority through the policy that all child abuse/neglect referrals receive the required investigation and are then entered into the CWS/CMS and processed in a timely manner to ensure the case data is current and that for referrals requiring an investigation within ten days, the assigned social worker will have sufficient time to complete the investigation within the mandated time frames.

In accordance with the Welfare and Institutions Code (W&I Code) Sections 10501(f) and 16504, and the Division 31, Chapter 31-100 of the California Department of Social Services (CDSS) Manual of Policies and Procedures (MPP), the county shall respond to all referrals for service which allege that a child is endangered by abuse, neglect, or exploitation within twenty calendar

days from the receipt of the referral. If the social worker has not already determined that an in-person investigation is required (i.e., law enforcement referrals, obvious immediate danger referrals), the Emergency Response Protocol (SOC 423) process will be initiated and completed.

Improvement Targets or Goals

Yuba County's performance for the SIP baseline on this measure for the time period 10/1/12 through 12/31/12 was 97.1 percent according to the 2014 Quarter 1 data from U.C. Berkeley. However, the 2013 Quarter 2 data that was submitted in the 2014-2019 SIP Report initially showed a performance level at 95.2 percent. With this adjusted increase of 1.9 percent, data shows that there had been a steady increase in percentage of children that received a timely in-person investigation within the required ten days since the beginning of 2012. Unfortunately, there was a dramatic drop of 10.9 percent to 86.2 percent by 6/30/13. By 12/31/13, the performance rate had risen back up to slightly above the SIP baseline rate but dropped significantly the following quarter to 89.4 percent.

With this quarterly fluctuation of performance rates, the most recent results show that the 3/31/14 county performance rate is 3.3 percent lower than the statewide performance rate of 92.7 percent. From a numbers standpoint, this latest time period of 1/1/14 through 3/31/14 shows that of the 94 children, 84 (89.4 percent) had a timely 10-day response while 10 (10.6 percent) did not have a timely response within ten days.

Due to the periodic dropping of the timely 10-day response rate since 12/31/12, the decision was made in the SIP to set a goal of 95.0 percent, which will exceed the standard as set by the state. It was determined that this goal would require the county to improve by 5.6 percentage points over the remaining four years.

Current Activities/Procedures in Place

In general, if the law enforcement agency making the referral does not state the child is at immediate risk of abuse, neglect, or exploitation and/or the social worker determines that in-person immediate investigation is not appropriate upon completion of the Emergency Response Protocol (SOC 423), the social worker shall conduct an in-person investigation of the allegation of abuse, neglect, or exploitation within ten calendar days after receipt of the referral.

It continues to be the policy of Yuba County that all referrals received during business hours that have been determined to need a 10-day response must be entered into CWS/CMS no later than the close of business on the business day following receipt of the referral information. Those referrals received outside of business hours may be entered onto the SOC 423 and turned in to the Supervising Legal Office Assistant to enter into the system, but either way, the referral must be entered into CWS/CMS no later than the close of business on the business day following receipt of the referral. The social worker taking the referral must ensure that the Structured Decision Making (SDM) Hotline Tool and the C-IV printout (if applicable) are turned in with the referral.

For the referral that was determined to need and has received a 10-day response, the following CWS/CMS prompts must be completed within ten days of the referral receipt date in order to indicate a timely response within the ten day timeframe for the referral being entered:

- A delivered service type of “investigate referral”;
- A communication method of “in-person”;
- The referral status of “attempted” or “completed”;
- The delivered service provided by a “staff” person; AND
- A contact visit code for a “contact” or “visit”.

Within 30 calendar days of the initial removal of the child or the in-person investigation, or by the date of dispositional hearing, whichever comes first, the social worker shall determine whether child welfare services are necessary and:

- If child welfare services are necessary, complete a case plan and begin implementation of the case plan in accordance with the time frames and schedules specified in Chapter 31-200 of the California Department of Social Services MPP.
- If child welfare services are unnecessary, close the referral/case, as appropriate.

The CWS Program Manager continually monitors for both program compliance and accuracy rate of data entry through SafeMeasures and alerts the supervisors of any alarming issues that may have arisen or appear to have the potential of becoming a non-compliance issue.

Strategies Set Forth in 2014-2019 SIP

It was determined through the 2013 CSA process that the 10-day response issues have been data entry, especially for referrals that do not elevate to a case, in that social workers are responding within the statutory timeframes but are not entering the results of their assessments. This continues to be primarily true for those referrals that are determined inconclusive or unfounded. The rationale for this strategy is to get timely narrative entered into CWS/CMS to show that all referrals that meet criteria for an investigation.

1. Yuba County will be re-establishing the expectations for timely data entry that is established in our policies and procedures.
2. A quality assurance (QA) process will be established to monitor compliance. The QA review will be completed monthly.
3. If a worker has many outstanding referrals, that worker’s duties will be suspended to complete the investigative narrative and close out the referrals.
4. All Emergency Response (ER) social workers will be required to print out of the SafeMeasures data for this measure and bring to their supervisor for review.

STATUS OF STRATEGIES

STRATEGY 1.0: IMPROVE TIMELY DATA ENTRY OF INVESTIGATIVE NARRATIVE IN CWS/CMS.

ANALYSIS

Not able to show any significant changes in the baseline data, as there has not been adequate time to fully establish the strategies.

ACTION STEP STATUS

Reviewed the policy and procedure related to this outcome measure and no revisions were needed. Several social workers have been working after-hours and on weekend days to complete the investigative narratives. To date only one social worker has a significant number of case narratives to complete. Social workers are bringing referral summaries to the weekly unit meetings. The unit supervisors continue to monitor caseloads through Safe Measures to insure that investigative narrative is being entered timely.

METHOD OF EVALUATION AND/OR MONITORING

The CWS supervisors are monitoring of caseloads through the Safe Measures application, and periodic monitoring of outcome data on the Berkeley Website. As stated previously, there have not been any significant changes as it has been less than one year since the systems improvement plan was submitted. The goal is to show positive changes on outcome data during the next reporting period.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

No reduction in program funding for this fiscal year.

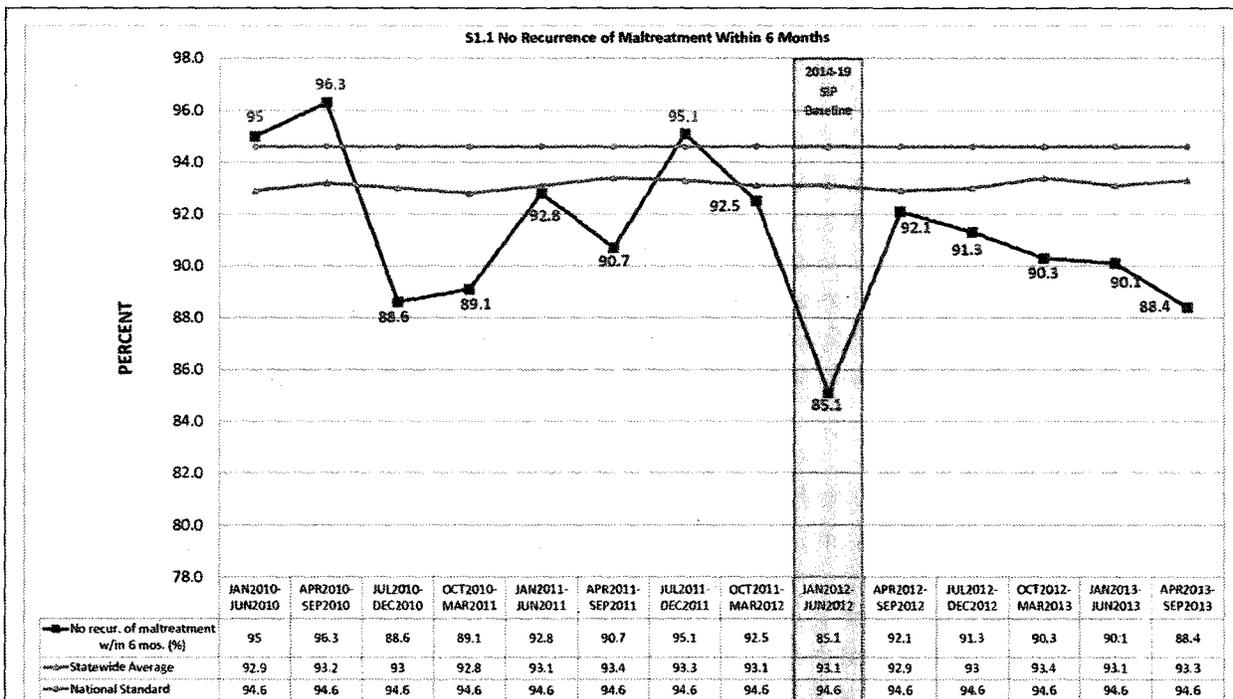
STRATEGY 1.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified barriers or obstacles for this strategy at this time.

NO RECURRENCE OF MALTREATMENT

Measure S1.1: No Recurrence of Maltreatment

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



Source: Center for Social Services Research, School of Social Services, U.C. Berkeley; CWS/CMS 2014 Quarter 1 Extract

DATA ANALYSIS

Rationale for Continued Prioritization of No Recurrence of Maltreatment

The recurrence of maltreatment is continually found to be affected by various factors such as child, parent, family, practice and community issues. The continued identification of these factors is important as each factor contains specific problems and conditions that must be considered in order to reduce or eliminate re-abuse/recurrence, therefore, this outcome was selected in the 2014-2019 SIP based on Yuba County’s performance against federal standards and as the result of the 2013 CSA process that includes the Peer Review and Stakeholders Meeting.

Improvement Targets or Goals

Yuba County’s performance for the SIP baseline on this measure for the time period 1/1/12 through 6/30/12 was 85.1 percent but jumped 7.0 percent to 92.1 percent in the time period ending 9/30/12 but has since then slowly declined to 88.4 percent by the period ending 9/30/13, according to the data from U.C. Berkeley. This latest time period shows that from a total of 112 children, 99 (88.4 percent) had no recurrence and 13 (13.0 percent) experienced a recurrence of maltreatment. As indicated by these numbers, the percentage of no recurrence of maltreatment has remained under the National Standard of 94.6 percent since the beginning of 2012.

The decision was made in the SIP to set a goal of 94.6 percent. This is requiring the county to improve by 6.2 percentage points by the end of 2019.

Current Activities/Procedures in Place

Structured Decision Making (SDM)

CWS has fully implemented SDM, which is an approach to child protective services that uses clearly defined and consistently applied decision-making criteria for assessing safety and risk in child abuse and neglect referrals. It is used to better screen out referrals, identify safety related issues, and to develop a safety plan that will address the issues that brought the family to CWS' attention. The components of SDM are as follows:

- Screening criteria tool to determine whether or not the report meets agency criteria for investigations.
- Response Priority Tool which helps determine how soon to initiate the investigation.
- Safety Assessment for identifying immediate threatened harm to a child.
- Risk Assessment based on research, which estimates the risk of future abuse or neglect.
- Child Strengths and Needs Assessment for identifying each child's major needs and establishing a service plan.
- Family Strengths and Needs Assessment (FSNA) to help determine a family's level of service and guide the case plan process.
- Case planning and services standards to differentiate levels of service for opened cases.
- Case reassessment tools to ensure that ongoing treatment is appropriate.

The supervisory staff monitors the use of SDM tools and social worker decision making. In conjunction with SDM, staff is using SafeMeasures, a web-based quality assurance system that contains multiple reports that are used to check the status on performance measures, and identify cases that are out of compliance or in danger of failing.

Differential Response (DR)

CWS realized that in order to accomplish and maintain our mission of reducing the recurrence of maltreatment, we had to continue to develop and to sustain services that allow families to access preventive and supportive services before potential risk to child safety escalates to a level warranting CWS intervention. Therefore, CWS expanded and fully implemented a DR program in November 2011 to include Path I and Path II responses. CWS, through the Request for Proposal (RFP) process, selected an agency to provide services, and developed and executed a contract that was approved by both the BOS and the Yuba County Children's Council (YCCC) before the contract was implemented.

The current contracted agency is GraceSource Family Resource Center. GraceSource has been providing community services for over ten years. Their primary services have been home visitation, but they have also provided support groups at their office in the past. As a DR provider, the staff now provides case management services for identified families. They complete periodic home visits, make referrals to other community agencies, such as housing, and substance abuse and mental health treatment services. The home visitors also provide parenting and budgeting information and other home making skills as needed. The home visitors receive training in home visitation and family engagement skills using the SOP model. This model is also use by the CWS office and contributes to continuity between the two agencies.

Yuba County has extended the DR contract through the 2014/15 budget year. The county contracting policies will only allow a contract to be renewed twice for a total of five years. Since the contract was extended in the 2013/14 term, HHSD will be required to release a new RFP in 2015. HHSD anticipates that this process will begin in early 2015 and be completed by April 2015 so that there is no delay in services to the community. This additional extension will provide three and one half years of data to assess the effectiveness of the program. Upon selection of the provider, the county will update the OCAP with a revised workbook and program descriptions.

ER referrals which are determined to be "Evaluated Out" or are determined to have low to moderate risk (Path 1) by CWS intake staff and supervisors are now routed to a FRC CWS social worker. A community response (Path 1) is selected when a family is referred to CWS for child maltreatment and the SDM hotline tool and the social worker's clinical assessment determined that the allegation does not meet the statutory definition of abuse or neglect, yet there are indications that a family is experiencing problems that could be addressed by community service. These referrals are then assigned to a community partner home visitor to conduct home visits to assess family service needs, work with the family to develop a case plan, and provide case management. A home visit may be conducted jointly by community partners and the FRC CWS social worker to conduct a risk and family service needs assessment. When the risk to a child is determined high, it is handled by CWS social worker.

The 2013/2014 CAPIT/CBCAP funds are being used to support community based organizations that provide prevention services for DR activities initiated by CWS.

Family Team Conference (FTC)

Another significant enhancement to CWS during the last several years is the implementation of FTC model for developing the case and visitation plan with the family and to discuss all relevant family strengths, capabilities, challenges and natural support systems. A FTC is conducted for all initial case plans; for all case plan reviews and all case plans involving older youth beginning at age 16. The FTC is designed to bring together parents and/or children, substitute care providers (SCPs) and staff from the different program areas, including tribal members, that serve the family in order to develop a comprehensive case plan to better assist families toward reunification with their children, keep the family intact or prepare youth transitioning to adulthood. In early 2010, Yuba County began integrating the SOP practice model into the FTC. This practice has assisted in gaining valuable information regarding the family's strengths and needs, and has provided the family with a more prominent role in the development of their family case and safety plans.

Input from older children is included in the case plan. The Transitional Independent Living Plan (TILP) is completed with the youth's input concerning their goals at the age of majority. In 2011, Yuba County began convening transitional meetings starting when the youth turns 16 years old. The focus of these meetings is not only to assess the TILP, but also plan for the youth's transition into adulthood. The participants include the youth, the Case Managing Social Worker (CMSW) and all persons the youth believe important in their life, i.e., teachers, counselors, family members, etc. Elements of the SOP practice have been incorporated into this meeting as well. The county works with the youth towards the attainment of those identified goals.

Safety Organized Practice (SOP)

The CWS Division social workers began using specific SOP tools in the field in May of 2010 and, by October 2011 the SOP process was fully implemented and incorporated into relevant policies and procedures. This family engagement approach, now three years into implementation, ensures that families are involved in the development of case planning, improves social worker's critical thinking and enhances safety by identifying dangers, developing well defined and realistic goals and by building safety networks. Both the supervisory staff and the program manager for CWS monitor the use of SOP and changes in the decision making process and on families to ensure that staff is using SOP appropriately so that recurrence of maltreatment rates are being positively impacted.

Strategies Set Forth in 2014-2019 SIP

CWS will continue to provide DR services to the community as recommended by the stakeholder groups. CWS is using the Family Developmental Matrix to measure the success of the DR approach. CWS and Grace Source FRC have modified the FDM to include additional areas of risk that are not captured in the protective factors framework. The Family Development Matrix (FDM) is a comprehensive, strengths-based assessment tool that establishes a core set of outcome measures used with families in agency programs. A family risk checklist based on the FDM will be used at the beginning of a case to establish baseline data. This checklist will gather information for the following outcomes; Family Self-Sufficiency; Family Stability; Family and Child Safety. The checklist will be completed within the first 30 days of the case and a follow-up will be completed within 90 days.

GraceSource Family Resource Center has contracted with the Prevent Child Abuse California to use AmeriCorp volunteers that are providing the DR home visitation services. The home visitors are trained in the Nurturing Parenting Program model, which is an evidence-based practice. The workers will be using the Adult-Adolescent Parenting Inventory (AAPI-2) to assess family progress. This inventory is designed to assess parenting skills and the parent's ability to provide for the safety and well-being of their children. The inventory will be completed at the beginning of the case, mid-term (approximately 45 to 60 days) and at case closure. The goal of combining these two tools is to establish baseline data for later comparison of families who participated in and completed all the services; families who have partially completed services and those who have declined services. This data will further provide an explanation for the trends that with been examined using the Berkeley website data for Recurrence of Maltreatment.

STATUS OF STRATEGIES

STRATEGY 1.0: CONTINUE WITH FULLY IMPLEMENTED DIFFERENTIAL RESPONSE (DR) PROGRAM INCLUDING PATH I AND PATH II RESPONSES.

ACTION STEP STATUS

- Finalized the Differential Response policy and procedure.

- HHSD has finalized a contract with Grace Source to extend DR services through the 2014/2015 fiscal year.
- An RFP will be released in early January 2105 with the goal of having a vendor selected and a contract in place by July 1, 2015.

METHOD OF EVALUATION AND/OR MONITORING

CWS and Grace Source FRC are developing a survey and inventory tool for evaluating the DR approach. CWS is also developing a database that will be compiling demographic information and services acceptance rates.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

No new strategies for this measure.

PROGRAM REDUCTION

No program reductions have occurred.

STRATEGY 1.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified barriers or obstacles for this strategy at this time.

STRATEGY 2.0: SUPPLEMENT SOCIAL WORKERS' KNOWLEDGE AND SKILL IN FAMILY ENGAGEMENT ACTIVITIES BY THE USE OF AN INTERNALLY DEVELOPED FAMILY RISK CHECKLIST BY CWS SUPERVISORS AND SOCIAL WORKERS FOR MEASURING FAMILY PROGRESS THROUGH CONTINUAL ASSESSMENT FOR MEASURING FAMILY IMPROVEMENT.

ACTION STEP STATUS

After reviewing the Family Developmental Matrix (FDM) it was determined that the tool is inadequate for the following reasons:

- There is a requirement to use 20 preexisting core indicators, some of which measure factors we do not want to be used as goals for the families to focus on (i.e., clothing, budgeting, access to transportation, child care and child health insurance). These basic goals will be identified and supported with all families as the basic part of FRC services.
- The FDM only allows for 5 additional core indicators to measure factors we are more concerned about and that we would want to indicate as goals for the families to focus on (i.e. attitude towards child, discipline, risk of hurting self/others, level of functioning/coping skills, sense of personal responsibility). Even with the choice of these 5 additional indicators, the county wants control over other indicators we believe are better suited for the DR program, which is not allowed when using the FDM.
- The five core indicators do not have probing questions on the paper version of the survey.
- The 16 digit ID number that is created for each family is cumbersome and cannot match preexisting ID numbers in the Management Information System.

- Having families participate in two lengthy surveys can create a barrier with the families.
- Having case managers do multiple surveys on each family is burdensome to the case managers.

A core team was established in July 2014 to begin work on expectations, requirements and outcomes. A draft of a Family Risk Checklist, based on the Nurturing Parenting Program model and the Child and Adolescent Needs and Strengths (CANS) assessment tool, is being developed and is planned to be in place by January 2015. Training on Family Risk Checklist has been scheduled for January 2015. A Special Projects Code for DR activity has been set up.

METHOD OF EVALUATION AND/OR MONITORING

The AmeriCorps Home Visitors began using the APPI-2 in October 2014 after receiving training in the Nurturing Parenting Program model, and the use of this inventory. Recurrence of Maltreatment CFSR outcome measure and a client satisfaction survey are used to measure the success of the DR program.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 2.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

None at this time.

STRATEGY 3.0: CONTINUE WITH FULL IMPLEMENTATION OF THE SAFETY ORGANIZED PRACTICE (SOP) MODEL TO ENGAGE FAMILIES AND COMPLETE ACCURATE ASSESSMENTS.

ACTION STEP STATUS

The CWS office continues to Safety Organized Practice (SOP). Selected staff have attend recent training to enhance certain skills levels. CWS continues to receive SOP coaching from the Northern Regional Training Academy. Supervisors and staff from the specific units have met with the coach to establish target areas the staff will work on. The goal for the coming year is to build on the skills that social workers have been utilizing in daily practice. Additionally, there will be an emphasis placed on elements of the model that are not fully utilized. For example, the “3 Houses” technique used for the purpose of bringing the child’s voice into the case, and use of the “Safety House”, safety planning when the case in being closed.

METHOD OF EVALUATION AND/OR MONITORING

The plan is to use a SOP case review tool developed by the Northern Regional Training Academy. This tool includes key elements of SOP in three areas: Engagement, Critical Thinking and Increased Safety. Scales are provided for each SOP element that defines a progression of skill from a basic or “emergent” level through an advanced or “distinguished” level. CWS is at the beginning stages of developing a process to use this tool.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

No program reductions have occurred.

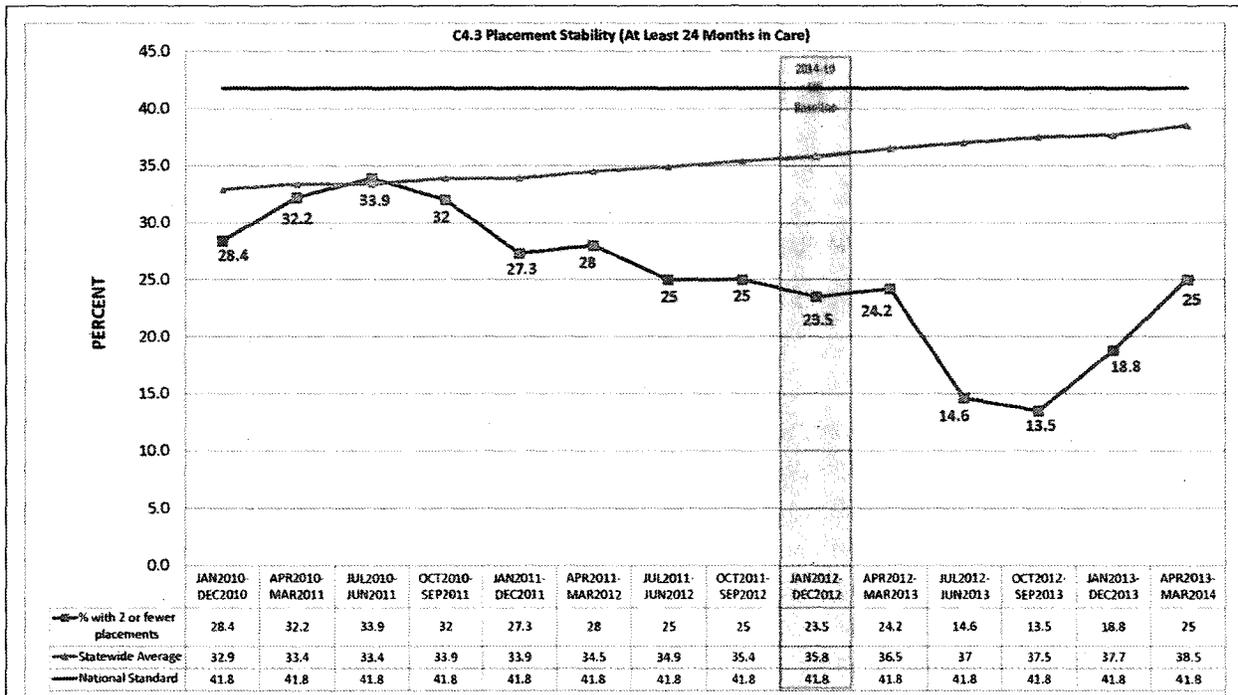
STRATEGY 3.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified barriers or obstacles at this time.

PLACEMENT STABILITY (OVER 24 MONTHS IN CARE)

Measure C4.3: Placement Stability (Over 24 Months in Care)

Of all children in foster care during the selected 12-month period who were in care for at least twenty-four months, what percentage had two or fewer placements?



Source: Center for Social Services Research, School of Social Services, U.C. Berkeley: CWS/CMS 2014 Quarter 1 Extract

DATA ANALYSIS

Rationale for Continued Prioritization of Placement Stability (Over 24 Months in Care)

Placement stability was the CWS focus for the 2013 PQCR. According to the most recent data from U.C. Berkeley for the time period 4/1/13 to 3/31/14, 9 children (25.0 percent) had one or two placements. However, 27 children (75.0 percent) experienced three or more placements. The National Standard is 41.8 percent.

Improvement Targets or Goals

Yuba County's performance for the SIP baseline on this measure for the time period 1/1/12 through 12/31/12 was 23.5 percent but jumped 0.7 percent to 24.2 percent in the time period ending 3/31/13 but then, by the time period ending 9/31/13, there was a 10.7 percent decrease to 13.5 percent according to the data from U.C. Berkeley. Luckily, there has been a steady increase in the percentage points since the 9/31/13 decline with the rate increasing to 25.0 percent by 3/31/2014, which is above the 23.5 percent SIP baseline.

The decision was made to set a goal of 35.0 percent. This would require us to improve by 10.0 percentage points within the next four years. We continually hope that the county can surpass this goal, but there is a possibility that the reduction in staff and other resources may make this goal more challenging. The methodology for this measure makes improvement difficult, as well. Once a child is in care more than 24 months has more than two placements, that child is forever out of compliance, thus making it difficult to dramatically improve this measure.

Current Activities/Procedures in Place

Family Team Conferencing (FTC)

As mentioned previously in the S1.1 measure, a significant enhancement to CWS during the last several years is the implementation of the FTC model for family engagement, developing the case and to discuss all relevant family strengths, capabilities, challenges and natural support systems. A FTC is conducted for all initial case plans; for all case plan reviews and all case plans involving older youth beginning at age 16 and occurring every six months. The FTC is designed to bring together parents and/or children, SCPs and staff from the different program areas, including tribal members, that serve the family in order to develop a comprehensive case plan to better assist families toward reunification with their children, keep the family intact or prepare youth transitioning to adulthood. In early 2010, Yuba County began integrating the SOP practice model into the FTC. This practice has assisted in gaining valuable information regarding the family's strengths and needs, and has provided the family with a more prominent role in the development of their family case and safety plans.

All Yuba County families, regardless of ethnicity, participate in the FTCs to assess strengths and needs, and to establish a family case plan. The family helps set the goals and helps to decide the interventions, which include local services and natural supports. Interpretive services are provided to the family during social worker interviews and at the FTCs to ensure that thoughts and ideas are clearly communicated. The family's cultural beliefs and values are taken into consideration during the assessments and interviews. Every effort is made to match the family with culturally appropriate services.

Currently, a FTC is held, which includes the youth, the social worker and all persons who are currently involved with the youth, including the youth's parents (if appropriate) to establish the Transitional Independent Living Plan (TILP). A FTC is then held every six months to assess the plan and make modifications as needed until the youth ages out of foster care.

We believe FTC has been a significant factor in our improved outcomes in the past and will continue to support improvement in the future. Parents who participate in FTC have a broader support base and are invited to help set goals and select services, both while trying to achieve reunification and during the reunification process. At this point, any family entering the system experiences FTC at entry and at all decision points during the life of the case. The past progress was enhanced by improving the data entry into the CWS/CMS regarding county licensed foster homes, foster family agency (FFA) homes and group homes. The results from the improved data entry include improved matching for the child with the best substitute care provider possible and a more streamlined search for the homes. This activity, through time, should improve placement stability by meeting the child's needs from the onset.

Through joint efforts between CWS, Mental Health, the foster family and/or foster family agency and others, problems that can cause a potential placement disruption are identified. As a result, an intensive and comprehensive plan is developed to address the immediate needs of the youth and foster family to preserve the placement. This activity has been making a positive impact in reducing the number of placement changes, especially for our older youth, by aggressively addressing problems early.

Structured Family Visitation Program (SFV)

The SFV is a program that is funded through the Child Welfare Services Outcome Improvement Plan (CWSOIP) and PSSF Time Limited Family Reunification (TLFR). PSSF TLFR funds are used only with clients who meet the eligibility criteria. Children who come to our Visitation Center find a home-like environment with toys and games, comfortable furnishings, an outdoor children's playground, activities, and more. Under professional supervision, parents are free to do as they would at home, including use of a fully operational kitchen for meal preparation.

The SFV is provided in a setting that encourages parents and children to relax and feel comfortable, while parents gain skills in caring for their children as well as maintaining and strengthening family relationships. SFV staff monitors the family's situation and the parent's progress at many points during the service period. The parent(s) and staff jointly develop a visitation plan that includes goals and objectives designed to assist the parent in gaining confidence in meeting their child's needs and builds on the parent-child relationship. Visits are closely monitored by visitation staff who observes, coaches, models appropriate skills and records activities. During planned activities, the parent practices skills acquired in the parent education classes.

- The SFV program focuses on providing effective parenting skills. Yuba County CWS has focused on parent training as a core requirement for supporting successful family reunification.
- Additionally, the SFV program focuses on assisting parents in practicing new skills learned in parenting classes.

- A support network is developed that will enable families to safely maintain the children in their home.

Skills-training for parents includes parenting education where the parents practice the skills that are taught in the parenting classes during the structured family visit sessions. Additionally, life skills training and instruction in development of a supportive social network is offered before the child is returned to the parent's home. Instruction in basic parenting skills, including life skills such as homemaking, budgeting, communication and anger management, is central in our effort to ensure that our families successfully reunify.

Yuba County CWS continues to place special emphasis on quality of the parent's social network following reunification. By establishing parent social support groups and promoting a mentor-like relationship between the birth parent and foster parent, the CWS staff continues to assist the parent in building a positive social network that they can draw support from when CWS is no longer a part of their lives. CWS staff is actively engaging the foster parents into the reunification process at the first visit. This process includes the foster parent meeting with the birth parents at the beginning of each visit to exchange information about the children.

Strategies Set Forth in 2014-2019 SIP

Yuba County has struggled with placement stability for several years. The primary problem is that once a child or youth has changed placement more than two times, the measure can never be improved unless the child or youth exits the system and begins a new case. This is unfortunate, as some placement changes are positive, for example, movements to placement that are less restrictive.

Additionally, the measure does not take into account the fact that many youth who have difficulty settling down in the early phases of a case, often will find a placement that meets their needs and they do not need to be moved. Taking these points into consideration, Yuba County has chosen to focus on the beginning stages of a case, by instituting programs and practices like the Quality Parenting Initiative (QPI); Family Finding and increasing the use of relative/NREFM placements. However, Yuba County continues to be concerned about stabilizing placements for all youth regardless of the number of placements.

Drawing from information gleaned during focus group sessions with the older youth population and foster parents for the CSA and SIP, CWS concluded that some process needs to be in place for social workers to respond early when there is a conflict in a caregiver's home, or a crisis comes up and this is seen as a potential placement disruption. By developing a Placement Preservation process, CWS is looking to reduce further placement changes.

Placement Preservation – Include steps in the following in the following areas:

- Develop the placement preservation intervention protocol.
 - Establish a workgroup to develop the protocol. This will include youth, social workers, FFA social workers, foster parent association representative, mental health and other support people identified by the youth.
 - Social workers, relative. NREFM caregivers and social workers will be provided training on the new protocol
 - Implement the protocol.

- Youth cases that participate in the protocol are recorded in the special projects in CWS/CMS.
- Quality Parenting Initiative (QPI)
- Develop Resource Families: Establish special recruitment efforts for resource families. These are foster and adoptive families, relatives or caregivers who share parenting with family as CWS seeks to find permanence, safety and stability for the child. These individuals are willing to provide a permanent connection for the child whether or not the child reunifies with their birth family. They play an active role in linking the child to their past as well as helping promote family relationships in the future. The goal is that the initial placement of the child will be with a resource family who can, if necessary, become the permanent home.
- Family Finding: Diligent search for absent parent and kin. Kinship placements have shown us that people can care for and make life-long commitments to children, while at the same time, encouraging and supporting reunification.
- Katie A. to include Mental Health & Behavioral Screening.
 - All children and youth are screened for behavioral and mental health issues. This will reveal mental health issues early, thus allowing for additional assessments and treatment as deemed necessary. Information obtained the majority of our stakeholder included the timely acquisition of mental health services.
- The Stakeholders Meeting during the CSA process brought about several recommendations for improvement. The stakeholders believed that DR should be kept and maintained. They additionally recommended, for DR purposes, that the FRC staff be invited earlier to the FTCs. They also recommend that Mental Health create a process for completing assessments earlier and develop more services, such as anger management classes, parenting, etc. Lastly, they recommended that a crisis nursery and respite homes be established in the county.

STRATEGY 1.0: DEVELOP AND IMPLEMENT THE QUALITY PARENTING INITIATIVE (QPI).

ACTION STEP STATUS

CWS established a workgroup in August 2014 to assist with the implementation of QPI. The first steps are in place to reacquaint social workers with the QPI concept, emphasizing the elevation of the foster parent's role to partner status. CWS will be informing the local Foster Family Agencies (FFA) about QPI and encouraging them to have the FFA foster parents meet the birth parents and attend the Family Team Conferences. The workgroup will also begin exploring strategies for recruiting high quality foster parents based on the partnership agreement.

METHOD OF EVALUATION AND/OR MONITORING

The county has begun to re-establish QPI in the CWS division, as indicated in the previous section. Monitoring and evaluation methods will be addressed in the next six-month period.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 1.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified obstacles or barriers at this time.

STRATEGY 2.0: DEVELOP AND IMPLEMENT THE PREVENTION/INTERVENTION PLACEMENT PROTOCOL.

ACTION STEP STATUS

CWS established a workgroup to begin developing a protocol. Next step is to invite staff from the local Foster Family Agencies and members of the Foster Parent Association. The inclusion of these stakeholders is critical to the development, implementation and the success of the protocol.

METHOD OF EVALUATION AND/OR MONITORING

Monitoring and evaluation tools and strategies will be addressed by the work group once the protocol is developed.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 2.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

This strategy has been delayed due to the need for coordination that is required with community members and outside agencies

STRATEGY 3.0: REDUCE PLACEMENT DISRUPTIONS AND MULTIPLE FOSTER CARE PLACEMENTS BY INCREASING THE NUMBER OF RELATIVES/NON-RELATED EXTENDED FAMILY MEMBER (NREFM) HOMES IN ORDER TO ENHANCE CONCURRENT PLANNING PRACTICES THROUGH IMPROVING THE PROCESS FOR IDENTIFICATION OF POTENTIAL RELATIVE /NREFM PLACEMENT HOMES AT TIME OF INITIAL DETENTION.

ACTION STEP STATUS

A policy and procedure on Family Finding has been developed and implemented. The CWS staff was informed and trained on the policy and procedure. A joint effort between the social workers and unit program aides is in place to locate family members who are willing and able to take placement of their relative children. The program aides have been trained in the use of the Lexis-Nexis search engine used by the Health and Human Services Department. This search engine aides the worker in identifying relatives for placement. Training on Concurrent Planning has been provided to the social workers in the past 2 years. However, a new training session has been scheduled for April 2015 on Concurrent Planning with an emphasis on Family Finding and permanency issues.

METHOD OF EVALUATION AND/OR MONITORING

Methods of monitoring and evaluation have not yet been addressed. The goal is to have a tool or strategy in place within 8 months.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 3.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified obstacles or barriers at this time.

STRATEGY 4.0: REDUCE PLACEMENT DISRUPTIONS AND MULTIPLE FOSTER CARE PLACEMENTS BY INCREASING THE NUMBER OF RELATIVES/NON-RELATED EXTENDED FAMILY MEMBER (NREFM) HOMES BY BUILDING RESOURCE FAMILIES.

ACTION STEP STATUS

This strategy is being delayed, as there is a discussion at the state level regarding counties that want to implement a Resource Family Approved Program (RFA) earlier than the mandated year. This discussion includes the possibility of potential funding to support this activity. Yuba County will be researching the existing RFA program to learn what requirements will need to be in place prior to implementation. Yuba County is aware that there are also special provisions within the Welfare and Institutions Code that allow the exiting RFA counties to establish Resource Families homes. These activities may require counties that want to implement RFA to enter into an agreement with CDSS.

METHOD OF EVALUATION AND/OR MONITORING

A monitoring tool will be developed after the county continues with this strategy.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 4.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Yuba County has delayed the activities to this strategy to further research the potential requirements for becoming an RFA county.

STRATEGY 5.0: IMPROVE CHILDREN'S MENTAL HEALTH AND DEVELOPMENT THROUGH THE IMPLEMENTATION OF AGES AND STAGES (0-5) AND STRENGTHS AND DIFFICULTY (6-18) SCREENING TOOL SO THAT MENTAL HEALTH AND DEVELOPMENTAL SCREENING FOR ALL CHILDREN ENTERING INTO THE CWS SYSTEM IS COMPLETED.

ACTION STEP STATUS

The Mental Health screening policy and procedure review and revision will be completed in December 2014. The policy and procedure will include both processes for the ASQ and Strengths and Difficulty Screening tools. A Special Projects Code has been developed in CWS/CMS. However, the completed screening can now be better track in the Health and Education Notebook, as it is now readily identified. The special project code will assist the department in identifying the subclass and potential subclass populations as defined in the Katie A. settlement.

METHOD OF EVALUATION AND/OR MONITORING

The data gathered in the Health Education Notebook will be used to determine compliance in completing the screening tools for all voluntary and non-voluntary children entering the CWS system. Additionally, the data will provide information regarding the timeliness of service delivery for mental health services for the CWS subclass population.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None at this time.

PROGRAM REDUCTION

None at this time.

STRATEGY 5.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are no identified obstacles or barriers at this time.

PROBATION

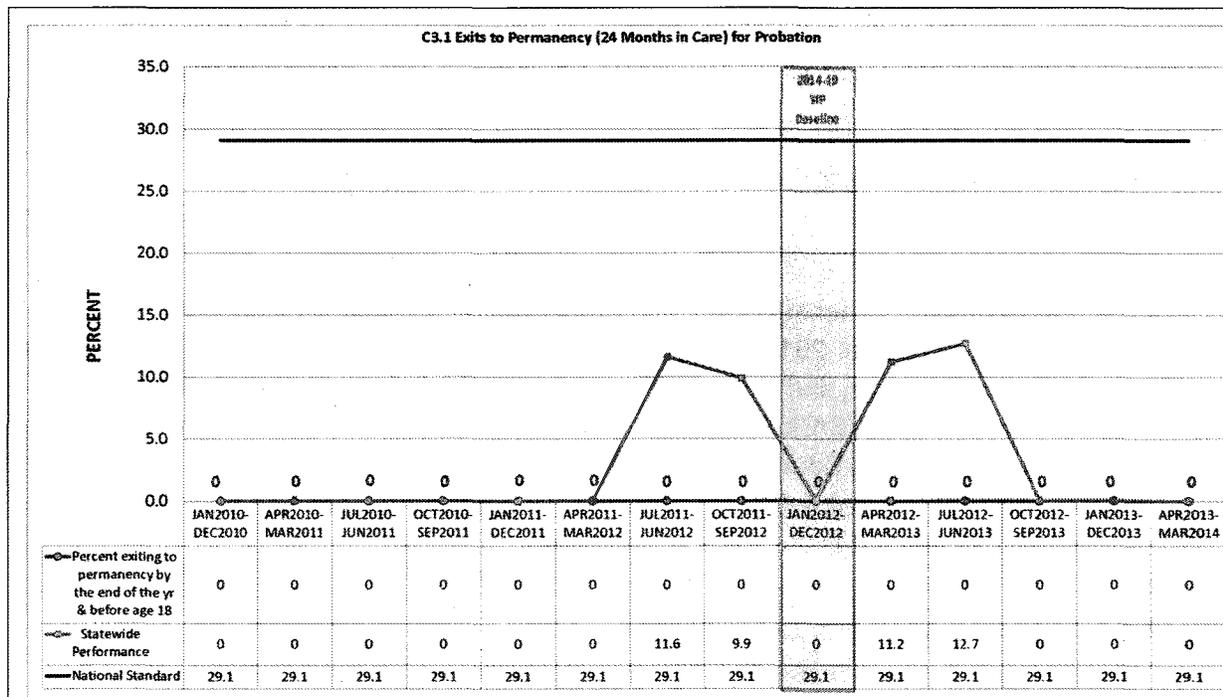
An outcome needing improvement was selected for probation based on Yuba County's performance against standards and findings from the CSA process, Peer Review and Stakeholders Meeting. The following outcome was selected as the SIP outcome measure and improvement goals:

- **C3.1 – Exits to Permanency (24 Months in Care)**

EXITS TO PERMANENCY

Measure C3.1: Exits to Permanency (24 Months in Care)

Of all probation youth that were in care for 24 months, how many were discharged to a permanent home prior to turning 18 during the selected 12-month period?



Source: Center for Social Services Research, School of Social Services, U.C. Berkeley; CWS/CMS 2014 Quarter 1 Extract

DATA ANALYSIS

Rationale for Continued Prioritization of Exits to Permanency

This outcome continues to be challenging. In addition to the low number of probation youth in foster care as previously stated, the majority of those youth are usually in need of sex offender treatment. The victims in those cases reside in the home, which causes difficulty for family reunification as part of the permanent plan. In turn, relative placements are pursued. However, as mentioned in the 2014-2019 SIP, probation youth have a stigma about themselves causing many family members to abandon them due to their behavior. This stigma is not only with the probation youth with sex offender criminal history but also with those youth engaging in all other criminal activities. The youth tend to learn how to depend on the “system” to assist them in reaching the age of majority. Efforts by the probation officer to establish lifelong connections for

the youth are often met with resistance. Probation youth participate in ILP and job skills training; however, due to their stigma, it is difficult for them to obtain employment.

In improving this outcome, it was determined that ILP services need to be conducted and monitored by the placement officer in addition to continuing with the family findings process and concurrent planning as federally mandated. This service is ideal for youth and can be a great benefit to the youth should he or she participate in the services provided. The placement officer will need to stay in frequent contact with the ILP coordinator to assure the youth's participation. Engaging the youth in conducting the task to transition to independence will need to be accomplished. The placement officer will need to assist the youth in obtaining important documents (e.g. birth certificate, social security card, etc.) as well as completing job applications. These tasks will assist the youth in obtaining employment. In addition, providing the youth with community resources information and information on how to access those resources will need to take place as well. The Extended Foster Care Services (AB 12) is an option the youth need to be apprised of. As stated in the 2014-2019 SIP, all officers need to be trained on the eligibility criteria with the purpose of ensuring all eligible youth are aware of their rights to these benefits. This task has been accomplished. However, the Extended Foster Care Services have now been active in California for four years with several modifications. It is anticipated there will be additional modifications within the next two years. The placement officer will need to obtain updated training in these modifications and train staff as necessary.

Improvement Targets or Goals

Yuba County's probation performance for the SIP baseline on this measure for the time period 1/1/12 through 12/31/12 was 0.0 percent and has remained at 0.0 percent for the time period ending 3/31/14 according to the data from U.C. Berkeley. This latest time period shows that there were no probation youth that exited to permanency in this selected 12-month period, however, there were two still in care during the same time frame.

Although the probation youth caseload steadily remains in the lower numbers, the goal for exits to permanency prior to turning 18 has been set to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.

Current Activities/Procedures in Place

As mentioned in the 2014-2019 SIP, the placement officer had previously attempted to improve the outcome to Exits to Permanency (24 Months in Care) by:

- Assisting youths in obtaining important documents.
- Advising youths of his or her eligibility for Extended Foster Care Services before turning 18 years old.
- Referring the youths to appropriate ILP services.

The strategies that are now being focused on are to utilize concurrent planning and Family Finding at the onset of the case; establish Team Decision Meetings that include current placement staff, parents, relatives, or any other individual who has ties to the child or family; network with foster family agencies to recruit Welfare and Institutions Code §602 foster homes

in the local area; network with local employment assistance agencies to assist youth in obtaining job skills; assist youth in obtaining employment; increase youths' knowledge of AB 12 (Extended Foster Care); and increase youth's independence from the Judicial system.

By establishing concurrent planning and Family Finding at the onset of a case, a delay in finding a placement will be minimized. In addition, by including the placement staff with family, parents, or individuals with family ties, a network and rapport with the placement staff will be established, resulting in more expedient placement and less chance of recidivism.

By networking with FFAs to recruit W&I 602 homes in the local area, the placement officer will have the ideal setting in placing youth in foster homes with the means to continue the family reunification goal with one less obstacle of distance being a problem for parental visitation, case plan meetings, etc.

By networking with local employment assistance agencies to assist youth in obtaining job skills and employment, the youth will be engaging in a positive role model environment in an occupational setting, thus, increasing the youth's confidence in striving for employment in various vocational opportunities.

Knowledge of Extended Foster Care Services to the eligible youths will be discussed with them once a placement order is in effect. With this knowledge, the youth will have the time advantage of planning for the alternative housing, education, and other criteria required for participation in Extended Foster Care Services. During Extended Foster Care Services, the placement staff will be focusing on increasing the youth's independence from the judicial system by guiding the youth in completing adult oriented tasks instead of completing those tasks for the youth.

STRATEGY 1.0: INCREASE THE PERCENTAGE OF PROBATION YOUTH LIVING IN PERMANENT LIVING ARRANGEMENT BY ESTABLISHING TEAM DECISION MEETINGS THAT INCLUDE CURRENT PLACEMENT STAFF, PARENTS, RELATIVES, OR ANY OTHER INDIVIDUAL WHO HAS TIES TO THE CHILD.

ANALYSIS

This strategy has improved communication between the parent, placement staff, and placement worker. However, due to the small number of youth placed in out of home placement through probation, it is difficult to measure the progress with this strategy.

ACTION STEP STATUS

The Placement Officer has conducted team decision meetings bi-monthly with the parent, placement facility caseworker, and the youth. Due to the placement of the youths being at an extensive distance, these meetings are usually conducted via telephone. As previously stated, this strategy has improved communication between the parent, placement staff, and placement worker. Due to the small number of probation youth placed in out of home placement, there has not been a case where the youth returned to parental custody. Therefore, the experience of developing a safety plan has yet to be implemented during this time period.

METHOD OF EVALUATION AND/OR MONITORING

The Supervising Deputy Probation Officer and Probation Program Manager conduct monthly reviews on the supervision performance of the probation youth placed in out of home placement. This type of monitoring assists the assigned placement officer in ensuring team decision meetings are conducted as needed. In one case, a youth experienced a family conflict with the foster mother and requested to be removed from the home. It appeared the youth wished to abscond and remain on an abscond status. However, an emergency team decision meeting was made with the youth. After interaction with all parties, including the foster mother and youth, it was determined the youth and foster mother were experiencing a family stress that of which any ideal family would encounter in their everyday life. An updated plan was implemented to address the added stress on the foster family. As a result, the youth is currently stable in her foster home and enjoying her time with her foster family.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 1.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

The low number of probation youth ordered into out of home placement causes an obstacle for an accurate showing of progress when applying this strategy. In addition, most probation youth in foster care have been abandoned by the parent causing difficulties in including the parent in the team decision meeting.

STRATEGY 2.0: INCREASE THE PERCENTAGE OF PROBATION YOUTH LIVING IN PERMANENT LIVING ARRANGEMENT BY UTILIZING CONCURRENT PLANNING AND FAMILY FINDING AT THE ONSET OF THE CASE.

ANALYSIS

Due to the actions in the previous strategy of engaging in team decision meetings, the communication has provided information of possible relative placements which has supplemented this strategy's assigned action step. However, due to the small number of youth placed in out of home placement through probation, it is difficult to measure the progress with this strategy.

ACTION STEP STATUS

At the first meeting with the youth and parent, The Juvenile Court intake officers make inquiries regarding family relatives. Options for concurrent planning and other relative placements are included in the case plan. This information is utilized as a first step for

the placement officer should the youth then be ordered into out of home placement. During monthly visits with the parent, options for alternative placement with other family members or friends of family are discussed.

METHOD OF EVALUATION AND/OR MONITORING

Once the youth is ordered into out of home placement and a placement is found, the placement officer discusses alternative placement options on a monthly basis. This information is included every six months in placement review reports, not only for the monitoring of the placement worker and supervisor, but also for the Court.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 2.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

None.

STRATEGY 3.0: INCREASE THE PERCENTAGE OF PROBATION YOUTH LIVING IN PERMANENT LIVING ARRANGEMENT BY NETWORKING WITH FAMILY FOSTER AGENCIES TO RECRUIT 602 W&I FOSTER HOMES TO THE LOCAL AREA.

ANALYSIS

To date, there are two Family Foster Agencies willing to place probation youth in foster home in the local area. A measure of efforts to recruit additional foster homes has yet to be determined.

ACTION STEP STATUS

As previously stated, two Family Foster Agencies have been contacted. Other agencies are pending contact. Due to the minimal number of probation youth being placed, a review of local foster family agencies in the area will be conducted every other month to determine if there are new foster homes available to place probation foster youth and/or are willing to accept probation foster youth.

METHOD OF EVALUATION AND/OR MONITORING

Due to the low number of Family Foster Agencies available, the amount to monitor is minimal to nonexistent. At time of placement of a new case, the matter is discussed with the placement supervisor or Probation program manager. Placements of probation youth at the level of a foster home are extremely rare as most cases through probation youth are sex offenders in need of a group home and/or residential treatment facility.

To monitor this strategy frequently is unrealistic. The method of evaluation and/or monitoring will have to occur as needed when an opportunity for a foster home placement arises.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 3.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

There are a limited number of Family Foster Agencies in local area.

STRATEGY 4.0: INCREASE THE PERCENTAGE OF PROBATION YOUTH BEING EMPLOYED AND PARTICIPATING IN JOB TRAINING BY NETWORKING WITH LOCAL EMPLOYMENT ASSISTANCE AGENCIES TO ASSIST YOUTH IN OBTAINING JOB SKILLS.

ANALYSIS

There are currently six probation youth in foster care with only four of the youth being of age to be employed. All four youth are utilizing the resources by either attending college, completing work tasks with associates, or are employed. It appears the probation youth are utilizing the resources needed to improve the possibility of employment upon their transition to adulthood.

ACTION STEP STATUS

The placement officer has been guiding youth in the direction of the One STOP (an assisted employment/schooling agency within the county) and utilizing previous resources obtained for those youth with past experience at MSYGC. In addition, for those youth without a full time school schedule, ILP courses at Yuba College are required.

METHOD OF EVALUATION AND/OR MONITORING

The Supervising Deputy Probation Officer and Probation Program Manager conduct monthly reviews on the supervision performance of the probation youth placed in out of home placement. This information is included every six months in placement review reports, not only for the monitoring of the placement worker and supervisor, but also for the Court.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 4.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

None.

STRATEGY 5.0: INCREASE THE PERCENTAGE OF PROBATION YOUTH BEING EMPLOYED AND PARTICIPATING IN JOB TRAINING BY ASSISTING YOUTH IN OBTAINING EMPLOYMENT.

ANALYSIS

There are currently six probation youth in foster care with only four of the youth being of age to be employed. One youth is employed while the remaining three are utilizing the resources by either attending college and/or completing work tasks with associates. This information is included every six months in placement review reports, not only for the monitoring of the placement worker and supervisor, but also for the Court.

ACTION STEP STATUS

The placement officer is guiding youth in the direction of One Stop and utilizing previous resources obtained for those youth with past experience at MSYGC or any other resource during their experience while a probation youth. In one case, a probation youth was placed in a foster home of a foster mother who owned a pet grooming business. The foster youth, due to her love animals, works at the pet grooming business obtaining work experience with not only grooming but with customer service.

METHOD OF EVALUATION AND/OR MONITORING

The Supervising Deputy Probation Officer and Probation Program Manager conduct monthly reviews on the supervision performance of the probation youth placed in out of home placement. This information is included every six months in placement review reports, not only for the monitoring of the placement worker and supervisor, but also for the Court.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 5.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

The majority of the probation youth placed in foster care have been placed out of the local area. Resource information from some outside counties and out of state facilities is difficult to obtain as they have not created such a resource. The majority of the youth

prefer paper documents to carry with them as most of them do not have easy access to online services.

STRATEGY 6.0: INCREASE YOUTH'S KNOWLEDGE OF AB12 BY EXPANDING THE STAFF'S KNOWLEDGE OF AB12.

ANALYSIS

It appears the probation foster youth have already "heard" about the services of AB12. However, their information on the services and requirements of the youth are misinterpreted. Despite the low number of probation youth in foster care, most of these youth are already 17.5 years or quickly approaching this age. Excluding the placement officer, the remaining deputy probation officers are aware of AB12, but are in need of updated training for the eligibility process in order to inform youth who may be eligible for AB12 services.

ACTION STEP STATUS

The Placement officer has participated in various meetings with the Northern California Placement Committee which discusses ab12 candidacy. However, there is still a large confusion when reviewing other procedures from county to county. The placement Officer has a basic knowledge of AB12 candidacy and begins discussing extended foster care services at the onset of the youth being placed in foster care. Flyers with information are provided to the youth once the youth reaches 17 and a half years old. From that point on, discussions are conducted monthly with youth to discuss whether the youth will be opting in for the extended foster care services.

METHOD OF EVALUATION AND/OR MONITORING

The placement officers updates the supervisor or probation program manager during monthly meetings. Officers are able to monitor the information is being provided by the ongoing inquiries of the youth in the local area. The officers have established a strong rapport with the youth who feel comfortable with such inquiries. To date, every probation youth that was eligible for the Extended Foster Care Services opted into the program.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 6.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

None.

STRATEGY 7.0: INCREASE YOUTH’S INDEPENDENCE FROM THE JUDICIAL SYSTEM BY INCREASING YOUTH’S KNOWLEDGE OF COMMUNITY AGENCIES AND HOW TO ACCESS SERVICES.

ANALYSIS

Due to the small number of youth placed in foster care through probation, it is difficult to measure any progress for this strategy. It appears the only services youth are aware of is through the welfare department. Since this strategy has been implemented, it appears the probation youth are willing to pursue alternative means of assistance. However, the probation youth are in need of constant encouragement.

ACTION STEP STATUS

Through the Blue Ribbon Committee, a resource flyer was created for the local community. This flyer is used as a resource for the probation youth entering foster care. In addition, several probation youth placed in foster care, have done so after completing a commitment in the Maxine Singer Youth Guidance Center Program. Community resources are established during this commitment and maintained thereafter. The probation youth are encouraged to keep contact with those community resources throughout their experience in foster care.

METHOD OF EVALUATION AND/OR MONITORING

The Supervising Deputy Probation Officer and Probation Program Manager conduct monthly reviews on the supervision performance of the probation youth placed in out of home placement. Due to the low number of probation youth in placement, this method is feasible for the supervisor and/or manager to conduct routinely.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

None.

PROGRAM REDUCTION

None.

STRATEGY 7.0: OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Most probation youth placed in foster care are placed outside of the local area. Resource information is limited outside the local area. Resource information from some outside counties and out of state facilities is difficult to obtain as they have not created such a resource. The majority of the youth prefer paper documents to carry with them as most of them do not have easy access to online services.

PROMISING PRACTICES/ OTHER SUCCESSES

CWS

Promising Practices for S1.1 No Recurrence of Maltreatment

- Emphasis on early intervention. Given the habitual nature of some parenting skills and patterns of family interaction, it suggests that it is critical to disrupt and replace unhealthy trends within the family early in order to prevent them from becoming solidified, and therefore, more difficult to change.
- Voluntary services for unsubstantiated cases. By participating in these services, families in need of intervention may improve on factors that may contribute to future reports or incidents of maltreatment, without having to admit guilt in any reported incidents. In addition, factors such as family poverty or average neighborhood income were potential predictors that could be used as warning signs.
- Substance abuse treatment. Parental substance abuse is a common contributor to child abuse and neglect. Children of parents with substance abuse issues tend to enter foster care at younger ages, remain in foster care longer, are less likely to be reunified with their parents and more likely to reenter the CWS system. It is noteworthy to mention that receiving substance abuse services does not necessarily speed up the reunification process or improve long term outcomes and may require more time before successful reunification can be achieved.
- Parental therapeutic intervention; providing parents with some kind of intense psychotherapeutic intervention designed to change their behavior and parental practices. Among the various types of interventions are: cognitive behavioral therapy, family therapy or a more general psychodynamic approach. The research suggests that selective therapeutic treatment can lead to improvements in outcomes and that different types of interventions are beneficial for different types of maltreatment.
- Using different assessment tools at different stages of the case including assessment for mental health needs during initial case assessment.
- Family preservation services.
- Family Connection Programs. These programs target families with children between the ages of 5 and 11 who are considered to be at risk for child abuse and neglect, but have no current CWS involvement. The programs promote the safety and well-being of children and families by identifying and developing formal and informal supports to address each family's individual needs and to build upon its strengths. Staff members work with families on problem-solving, positive disciplinary methods, coping strategies, developmental social supports and community connections, and opportunities for positive family interactions through community activities.
- Yuba County uses the Parenting with Positive Discipline curriculum for the parenting education class. Briefly, this curriculum teaches parents to respect children and to provide the children with choices as an alternative to physical discipline. The emphasis is on the parent being kind, but firm with their child. The instructor does differentiate between each developmental level and the curriculum is taught in a culturally sensitive manner. Added into the curriculum is domestic violence and child abuse awareness, nutrition and anger management. The class is presented in ten weekly sessions, and is closed after the second week to enhance group cohesiveness,
- The previously mentioned parent education curriculum works in conjunction to the county's Structured Family Visitation Program. Yuba County believes that visitation is

one of the most important services provided to families. Research has shown that family visitation helps maintain relationships within the birth family, empower birth parents, helps birth family members face reality, and allow birth family members to learn and practice new skills and behavior. (Hess & Mintun, 1992). Visitation help children's tolerate separation fears, and give foster parents an opportunity to meet the biological parents, as well as view them realistically (Cantos & Gries, 1997); and more importantly, it increases the probability that children will go home to their families (Simms & Bolden, 1991).

Yuba County believes that visitation can be used in an effective way to assist parents with developing new parenting skills, as well as, building on already existing skills. A visitation plan is developed jointly with the parents, identifying the strengths and needs of each parent, and outlines skill areas the family wants to work on during the visits. The parenting skills taught in the parenting classes are emphasized and work on the most. Each visit is structured with a parent-child activity, (e.g., reading a story, doing homework, working on art projects, cooking meals, etc.). The program staff makes observation, models appropriate behavior and instructs parents during the visit. These visits occur in a state of the art center that includes kitchens and open family rooms, where families can interact with one another.

Each family moves through three programmatic phases that indicate the progress the parent is making. The phases include intense observation, progressing to more relax staff observation while in the center, and finally to off-site visits. Birth parents and the foster parents are encouraged to meet briefly prior to each visit at the time the child is brought to the visit. The foster and birth parents are encouraged to exchange information about the child. The rationale for this program is to increase family reunification, to assist the children in feeling more comfortable while in out of home placement, thus increasing placement stability, and to increase the likelihood that the children will not return to the system once reunification has occurred.

Promising Practices for C4.3 Placement Stability (Over 24 Months in Care)

- Provide support and training for foster parents.
- Concurrent planning.
- Provide placement-specific services, such as transportation assistance, respite care and family counseling.
- Child specific services such as mental health services and recreational/after school programming.
- Increase worker retention.
- Early intervention – providing detailed assessments of children and identifying risk factors.
- Properly screen and recruit foster parents.
- Tools to monitor and evaluate placement.

PROBATION

Promising Practices for Measure C3.1: Exits to Permanency

- Provide support and training for placement officer and juvenile court intake officers
- Providing various gift cards to assist in paying for transportation for family visits
- Concurrent planning
- Ongoing communication with parent and facility caseworker
- Ongoing support of employment resources of local area

Other Success

With family findings and concurrent planning listed as action steps in improving Measure C3.1 for probation youth in foster care, the Yuba County Probation Department has experienced some success with two minors, both of which were originally placed in a sex offender treatment program. The first minor was unable to return to the home of his parents due to the victim being a sibling. Ongoing contact with both paternal and maternal grandmothers was consistent. In fact, they were both involved in numerous case planning meetings. As a result, the minor was placed with his paternal grandmother in the local area as a relative placement. This was the first relative placement with a placement order in probation youth history. The minor has since graduated high school a year early and is currently attending the local community college.

The second minor was the first in probation foster youth history to be placed out of state from Yuba County. Although it is not ideal to place a youth at such a long distance, this youth was in need of the appropriate sex offender treatment program that, unfortunately, resulted in a placement across the nation. However, the youth's progress in this treatment has been tremendous. It now appears a relative placement is available to the youth upon his completion of the program which is anticipated to be within two months. This relative placement will also be pursued as a possible guardianship.

In regard to Family Finding, the placement officer has been utilizing internet search engines to attempt to locate additional family members of the youth or additional persons the youth feels are significant and could serve as a lifelong connection. This has been extremely beneficial and rewarding to the youth. The placement officer has located and connected with biological parents and family members the youth did not know existed. It is hoped that during this process, the youth will have a permanent living arrangement upon exiting foster care.

Since adoptions are now under the local jurisdiction of CWS, the placement officer will contact HHSD at the onset of the youth entering foster care. The placement officer and the Probation Department, as a whole, are not accustomed to having W&I Code 602 youth adopted. Therefore, it will be requested that a training session be provided in order to begin referring youth for adoption services.

A number of probation staff has participated in the Strengthening Families Program training provided by SYMHS. The intent of training probation staff is to begin providing the Strengthening Families Program within the Probation Department. Offering this program to youth and their families will enhance their relationships and promote a successful reunification.

The Probation Department utilized a portion of the CWS Outcome Improvement Augmentation allocation to purchase gift cards for local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family. The remaining allocation money was utilized to purchase gift cards at gas, clothing and household item stores. These gift cards are utilized to purchase clothing and shoes for youth entering foster care that had very little clothing. The youth would often arrive with clothing that did not fit or was not suitable (torn, stained, etc.). The placement officer often took youth shopping in order to obtain appropriate clothing and helped teach them how to budget money. The clothing purchased was also often used for Court appearances and/or employment interviews. Having access to clothing would also prepare the youth for establishing a relationship with professional mentors. The youth gained more confidence in wearing quality and professional clothing. The Probation Department purchases household items or furniture at other stores for youth who are transitioning into adulthood.

The placement officer encouraged families to be an active participant in the youth's education. The placement officer ensured families were aware of the youth's needs and their successes. The Probation Department utilized a portion of the CWS Outcome Improvement Augmentation allocation to purchase gas cards. The gas cards assisted families with traveling to the placement facility/school (often out of the local area) to attend Individualized Education Plan (IEP) meetings or other equally important school meetings. Engaging the youth's family in their child's education was extremely important and beneficial to the youth's success in school. The youth felt supported by their family and were excited to share their achievements.

The placement officer has contacted various FFAs regarding the recruitment of W&I Code 602 foster homes. During these conversations, the placement officer has established relationships that resulted in minors being placed in foster homes. Although the foster homes were not primarily W&I Code 602, they were accommodated to meet the minor's needs. Additionally, the placement officer is an active participant in the Foster Youth Advisory meeting and the Blue Ribbon Commission (BRC). During both of these meetings, the placement officer has had the opportunity to continue advocacy for W&I Code 602 foster homes.

The placement officer regularly monitored the youth's participation and progress in the ILP. Additionally, the placement officer had regular contact with the ILP coordinator and received progress reports. These progress reports were discussed monthly with the youth and often with the youth's parents.

PRIORITIZATION OF DIRECT SERVICE NEEDS

DR is an approach that allows Child Welfare Services to respond in multiple ways to abuse and neglect allegations. The ways in which DR is practiced varies; however, generally, for high risk reports, an investigation ensues while for low and moderate risk cases with no immediate safety concerns, a family assessment is conducted which gauges the family's needs and strengths. The American Humane Association completed a national survey in 2006 that "identified core

elements in order to clearly define and distinguish differential response from the multitude of child protection reforms across the nation's state and county child welfare systems."

Moreover, the 2010 reauthorization of Child Abuse Prevention and Treatment Act (CAPTA) "strongly encouraged state and local CPS agencies to utilize the practice of differential response..." Having considered the recent outcome measures for Recurrence of Maltreatment, Yuba County concluded that a prevention stance was needed in the community to reduce child abuse and neglect. Additionally, given the level of trauma resulting from more intensive CWS interventions, this response helps children remain safe in their homes without additional family disruption. The stakeholders endorsed this strategy in 2011, and as evidenced by the results of the latest Stakeholders Meeting, continue to support it.

Yuba County has provided parenting classes for many years using the PSSF funding. With the exception of PSSF TLFR funds, the county will continue to use PSSF funds offer parenting classes primarily to families participating in reunification services and families who are adopting or who have adopted. However, more recently, these services have been extended to kinship and NREFM caregivers. The county uses the Positive Discipline curriculum, which is not an evidence-based or evidence informed curriculum, but is listed on the California Evidence-Based Clearing House website, as many counties are using it. Yuba County has had good success with this curriculum, as evidenced by the satisfaction surveys received from participants. Additionally, the curriculum has also been incorporated into the SFV program that is run by the county staff and serves reunifying families. This program helps to reinforce the core elements of the curriculum.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Through the establishment of the baseline measures during the SIP process, the following Outcome Data Measures were found to be performing below the established state and/or federal thresholds as determined from the CWS/CMS 2014 Quarter 1 Extract through the Center for Social Services Research, School of Social Services, U.C. Berkeley website.

PARTICIPATION RATES: The Participation Rates for Referrals, Substantiations and Entries are computed by dividing the unduplicated count of children with an allegation, substantiation or entering foster care (includes both first entering care and reentering care) by the child population and multiplying by 1,000 for a Participation Rate per 1,000 children for ages 0 to 17 years old.

- **Participation Rates: Referral Rates**

CWS: County performance has increased slightly to 83.4 being referred per 1,000 total children in Yuba County from the baseline of 79.2 per 1,000. The statewide performance, too, has slightly increased from the baseline of 51.0 of every 1,000 total children in California being referred to 52.7 per 1,000. The county is 30.7 per 1,000 children higher than the statewide average.

- **Participation Rates: Substantiation Rates**

CWS: Although the referral rates are up, the substantiations in the county have dropped somewhat from the baseline of 13.0 of every 1,000 total children in Yuba County to 12.5

per 1,000. The statewide performance, too, has dropped slightly from the baseline of 10.2 of every 1,000 total children in California having substantiated allegations to 9.1 per 1,000. The county continues to be higher than the statewide average by about 3.4 per 1,000 children.

- **Participation Rates: Entry Rates**

CWS: County performance has had a slight decrease from the baseline (4.8 of every 1,000 total children) to 4.6 per 1,000 children in Yuba County entering foster care during the calendar year of 2013. The statewide performance, however, had a slight increase from 3.4 to 3.5 of every 1,000 total children in California entering foster care during the same calendar year. The county remains 1.1 per 1,000 children higher than the statewide average.

The In Care Participation Rate is computed differently by only looking at those children, ages 0 to 17 years of age, in child welfare supervised foster care that had an open case or referral on the Point-in-Time count day and multiplying by 1,000 for an In Care Rate per 1,000 children in the population. Please note that the most recent available year for the In Care Rates will not necessarily correspond to that of the other Participation Rates because they are based on a point-in-time and the other rates are based on activity over a calendar year.

- **Participation Rates: In Care Rates**

CWS: County performance has had an increase from the 5.2 per 1,000 children on the Point-in-Time count day of 7/1/2012 to 6.6 per 1,000 children on the most current Point-in-Time count day of 7/1/2013. This is a 1.4 per 1,000 children increase in the number of In Care for the county. The statewide performance, however, had a slight decrease on 7/1/2013 of 1.0 per 1,000 children from the 7/1/2012 baseline of 6.8 per 1,000 children.

SAFETY: Safety outcomes measure whether children are, first and foremost, protected from abuse and neglect and are maintained safely in their own homes whenever possible and appropriate. Outcome measures for safety include the following:

- **S2.1 – No Maltreatment in Foster Care**

CWS: County performance has decreased from the baseline of 100.0 percent by 0.84 percent to 99.16 percent, which is now 0.52 percent below the National Standard of 99.68 percent. We believe this is a systemic issue, as the changes could have been impacted by a small number of children. There is not enough information at this time, but the county will be monitoring the measure.

- **State Outcome Measure 2B – Immediate Response for Child Abuse/Neglect Referrals**

CWS: Both state and county have dropped from the baseline in their performance on this measure. Statewide performance decreased only .7 percent from 98.0 percent to 97.3 percent while county performance has dropped 2.1 percent from the baseline of 97.5 percent to 95.4 percent. This measure, however, shows fluctuation from 95.7 percent to 100.0 percent and back down to 95.4 percent in 2013 for Yuba County due to the fact that there has been a fluctuation in the staffing levels in CWS while there has been a steady increase in new referrals and court cases.

- **2F – Timely Monthly Caseworker Visits**

Probation: County performance has decreased from the baseline of 93.1 percent by 4.2 percent to 88.9 percent, which is now 1.1 percent below the National Standard of 90.0 percent. Local records indicate 100% performance. However, those cases involving youth on warrant status were unable to be counted through the CWS/CMS inquiries.

PERMANENCY: Permanency outcomes measure whether children have permanency and stability in their lives and family relationships and connections of children are preserved. Permanency outcome measures include the following:

Reunification Measures:

- **C1.1 – Reunification Within 12 Months (Exit Cohort)**

CWS: County performance has decreased from the baseline of 81.3 percent by 6.9 percent to 74.4 percent, which is now 0.8 percent below the National Standard of 75.2 percent.

- **C1.2 – Median Time to Reunification (Exit Cohort)**

CWS: The most current numbers show that Yuba County no longer is meeting their goal of remaining at or below the National Standard of 5.4 months with the county data showing an increase by 6.1 months in median time to 8.5 months from the baseline of 2.4 months. In reviewing Safe Measures data, it appears that numbers for the last 4 quarters in which these measures began increasing indicate small numbers of total cases 30 to 43, and the number of those that did not reunify in 12 months, 8 to 11 cases. This causes the numbers to rise substantially. Additionally, in sampling two quarters, the data indicated that two cases in each quarter were unusual in that they were long term Permanent Plan cases (59 and 33 months) that were changed to reunification cases a few months before being dismissed. These two cases alone impacted the measure by 1 and 1.5 percentage points. The remainder of the cases were fairly problematic, but reunification occurred within 13 to 14 months.

- **C1.4 – Re-entry Following Reunification (Exit Cohort)**

CWS: County performance shows a 16.1 percent increase to 20.0 percent from the baseline of 3.9 percent, which means the county is no longer meeting their goal and is now 10.1 percent above the 9.9 percent National Standard. According to SafeMeasures, as of June 2013, Yuba County is showing the return of a downward trend at 12.8 percent of all children that exited to reunification reentered foster care less than twelve months later.

Adoption Measures:

- **C2.3 – Exit to Permanency for those Children in Care Over 24 Months**

Probation: The county still remains at 0.0 percent with neither of the two Probation youth being adopted within the 12 month period as of 3/31/14, which is well below the National Standard of 22.7 percent. Due to the low number of Probation youth placed in foster care as well as the stigma of probation youth to general society, the ability to adopt a probation youth is a concrete barrier for all probation youth in the state. Very few agencies have had success in adoption of probation youth. However, should one

Yuba County Probation foster youth be adopted in this 5 year reporting period, the percentage will be highly impacted.

Measures for Children in Long-Term Care:

- **C3.1 – Exit to Permanency for those Children in Care Over 24 Months**

CWS: The county still remains 4.0 percent below the National Standard of 29.1 percent even though the current data shows the county had a 11.5 percent increase from the baseline of 13.6 percent to 25.1 percent.

Placement Stability and Preservation of Family Relationships:

- **C4.2 – Children with Two or Fewer Placements (12 months to 24 months in care)**

CWS: County performance shows an increase of 5.8 percent from the 53.3 percent baseline to 59.1 percent, which is now 6.3 percent below the National Standard of 65.4 percent.

- **4A – Children Placed with Siblings (All)**

CWS: Although the county had a 13.4 percent increase to 49.5 percent from the 36.1 percent baseline and there was a 2.2 percent decrease from the statewide baseline, it still remains 2.1 percent below the statewide performance of 51.6 percent.

- **4A – Children Placed with Siblings (Some or All)**

CWS: Although the state has dropped from the baseline in their performance on this measure, the county has increased. Statewide performance has decreased by 1.8 percent from the 73.3 percent baseline while county performance has increased 11.9 percent from the baseline of 56.9 percent to 68.8 percent. Yuba County is still performing 18.7 percent below the statewide performance.

- **4B – Least Restrictive (Entries First Placement: Relative)**

CWS: State has increased from the baseline while the county has dropped from the baseline in their performance on this measure. Statewide performance has increased 8.7 percent from the 18.9 percent baseline while county performance has dropped 0.4 percent from the baseline of 7.4 percent to 7.0 percent. Yuba County is still performing 20.6 percent below the statewide performance. Yuba County relies heavily on the local Foster Family Agencies (FFA) for initial placements, as the county has a low number of county licensed homes. Additionally, the county does very few emergency kinship placements to avoid having to remove a child in the event the home cannot be approved.

- **4B – Least Restrictive (Entries First Placement: FFA)**

CWS: While the state has decreased from the baseline, the county has increased from the baseline in their performance on this measure. Statewide performance has decreased from 44.1 percent to 42.9 percent while county performance has increased 16.7 percent from the baseline of 66.3 percent to 83.0 percent. Yuba County is still performing above the statewide performance by 40.1 percent.

Probation: The state has had a slight drop in performance to 0.7 percent from its baseline of 0.9 percent in FFA placement type while the county too has had a decrease from the baseline in its performance on this measure from 50.0 percent to 16.7 percent. The county performance is 16.0 percent above the statewide performance. Due to the

low number of youth entering foster care, one youth's initial placement drastically changes the increase/decrease performance in this area. Should a probation youth be placed in a least restrictive placement such as a NREFM, this will impact the increase percentage and in hand, the decrease percentage in utilizing FFA's will also be impacted.

- **4B – Least Restrictive (Entries First Placement: Group/Shelter)**

CWS: The state has had a drop of 3.1 percent in performance from the baseline of 13.5 percent to 10.4 percent while the county's performance has increased from the baseline of 2.1 percent on this measure to 4.0 percent, which is 6.4 percent lower than the statewide performance.

- **4B – Least Restrictive (Point in Time Placement: Relative)**

CWS: The state increased while the county decreased from the baseline in their performance on this Point-in-Time measure. Statewide performance has increased only 2.8 percent from the 32.7 percent Point-in-Time baseline while county performance has decreased 4.5 percent from the 26.6 percent Point-in-time baseline to 22.1 percent. Yuba County is still performing 13.4 percent below the statewide performance. The measure is monitored on a monthly basis and will change frequently due to the exiting of dependent children from out of home care. Additionally, Yuba County's process of kinship care home approval has been increasing, but the county has not been able to approve many of the homes for a variety reasons.

- **4B – Least Restrictive (Point in Time Placement: FFA)**

CWS: Performance data shows a decrease from the state's baseline and an increase from the county's baseline on this Point-in-Time measure. Statewide performance has decreased only 2.9 percent from the 28.2 percent Point-in-Time baseline while county performance has increased 10.1 percent from the 41.3 percent Point-in-Time baseline to 51.4 percent, which is still 26.10 percent higher than the statewide performance.

Probation: The state has had a slight increase in performance to 1.0 percent from its baseline of 0.9 percent in FFA placement type while the county has had a 13.3 percent decrease from the baseline in its performance on this measure from 30.0 percent to 16.7 percent. The county performance is 15.7 percent above the statewide performance. Due to the low number of youth entering foster care, one youth's change in placement drastically changes the increase/decrease performance in this area. Should a probation youth be placed in a least restrictive placement such as a NREFM, this will impact the increase percentage and in hand, the decrease percentage in utilizing FFA's will also be impacted.

- **4B – Least Restrictive (Point in Time Placement: Group/Shelter)**

CWS: Performance data shows a decrease from both the state's baseline and the county's baseline on this Point-in-Time measure. Statewide performance has decreased only 0.7 percent from the 7.1 percent Point-in-Time baseline. County performance has decreased 1.1 percent from the 10.5 percent Point-in-time baseline to 9.4 percent, which is still 3.0 percent higher than the statewide performance.

WELL-BEING: Well-being outcomes measure whether children received services adequate to meet their physical, emotional, educational and mental health needs. Well-being outcome measures include:

- **5F – Authorized For Psychotropic Medication**

CWS: Performance data shows a decrease from the state’s baseline and an increase from the county’s baseline on this measure. Statewide performance has decreased by only 0.7 percent from the 13.1 percent baseline while county performance has increased 5.2 percent from the 12.1 percent baseline to 17.2 percent, which is now higher than the statewide performance by 4.8 percent.

- **6B – Individualized Education Plan**

CWS: Performance data shows a decrease from both the state’s baseline and the county’s baseline on this measure. Statewide performance has decreased by 2.3 percent to 6.9 percent. County performance has decreased by 0.1 percent from the 0.8 percent baseline to 0.7 percent, which is still much lower than the statewide performance by 6.2 percent.

State and Federally Mandated Child Welfare/Probation Initiatives

CWS

Yuba County is not participating in the Title IV-E waiver or the California Partners for Permanency. Yuba County CWS did implement the After 18 program for non-minor dependents. Since January 2012, the county has seen 98 percent of the transitioning youth remain in foster care. The county is now serving 17 non-minor dependents and this program is expected to grow in 2014.

Yuba County adopted the QPI. The assessment and planning for implementation has been going slow. County staff has been working with representative from the Youth Law Center and the Yuba/Sutter Foster Parent Association. The county has a draft “branding statement” and we are in the process of finalizing this. Implementation of QPI is expected to begin in early 2014. CWS and the bi-county mental health provider have convened several meeting regarding meeting the requirements of the Katie A. lawsuit. A Work Plan and Service Delivery Plan was completed and submitted to the Department of Health Care Services in early 2013. The CWS and mental health agencies continue to meet monthly to work on collaborative efforts for meeting the needs of foster children who meet the “medical necessity” criteria.

PROBATION

In regard to the Extended Foster Care (AB 12) youth, the Yuba County Probation Department currently has five youth, with one additional potential youth within the next month or two, participating in Extended Foster Care Services. The placement officer has assisted youth in locating an appropriate residence during the transition process; all of which have included various types of residences such as foster homes, Transitional Housing Plus + Foster Care program (THP+FC), and a Supervised Independent Living Program (SILP). Despite the Probation Department’s low number of youths participating in this program, the placement officer has experienced every eligible circumstance included in the Extended Foster Care

process. As a result, the Probation Department composed an Extended Foster Care Manual as a reference tool.

ATTACHMENT A: FIVE-YEAR CHART

5 – Year SIP Chart

CWS

Priority Outcome Measure or Systemic Factor: 2B 10-Day Response for Child Abuse/Neglect Referrals

In regards to the referral response type “10-Day Response”, what percentage of child abuse and neglect referrals that require, and then receive, an in-person investigation within 3, 5 or 10 days following the receipt of the allegation?

National/State Standard: 90.0%

Current Performance:

Yuba County’s performance for the SIP baseline on this measure for the time period 10/1/12 through 12/31/12 was 97.1 percent according to the 2014 Quarter 1 data from U.C. Berkeley. However, the 2013 Quarter 2 data that was submitted in the 2014-2019 SIP Report initially showed a performance level at 95.2 percent. With this adjusted increase of 1.9 percent, data shows that there had been a steady increase in percentage of children that received a timely in-person investigation within the required ten days since the beginning of 2012.

Unfortunately, there was a dramatic drop of 10.9 percent to 86.2 percent by 6/30/13. By 12/31/13, the performance rate had risen back up to slightly above the SIP baseline rate but dropped significantly the following quarter to 89.4 percent. With this quarterly fluctuation of performance rates, the most recent results show that the 3/31/14 county performance rate is 3.3 percent lower than the statewide performance rate of 92.7 percent. From a numbers standpoint, this latest time period of 1/1/14 through 3/31/14 shows that of the 94 children, 84 (89.4 percent) had a timely 10-day response while 10 (10.6 percent) did not have a timely response within ten days.

FROM	TO	Timely 10-Day Response for Referrals (%)	Statewide Performance (%)	Statewide Standard (%)
1/1/2012	3/31/2012	93.0	94.0	90.0
4/1/2012	6/30/2012	94.6	94.3	90.0
7/1/2012	9/30/2012	95.4	94.9	90.0
10/1/2012	12/31/2012	97.1	93.7	90.0
1/1/2013	3/31/2013	94.5	94.5	90.0
4/1/2013	6/30/2013	86.2	94.1	90.0
7/1/2013	9/30/2013	93.7	95.0	90.0
10/1/2013	12/31/2013	97.5	93.7	90.0
1/1/2014	3/31/2014	89.4	92.7	90.0

Data Source: Center for Social Services Research, School of Social Welfare, U.C. Berkeley, CWS/CMS 2014 Quarter 1 Extract

Target Improvement Goal: Due to the periodic dropping of the timely 10-day response rate since 12/31/12, the decision was made in the SIP to set a goal of 95.0 percent, which will exceed the standard as set by the state. It was determined that this goal would require the county to improve by 5.6 percentage points over the remaining four years.

Strategies:

1.0: Improve timely data entry of investigative narrative in CWS/CMS.

Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

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

National Standard: 94.6 percent for No recurrence of Maltreatment

Current Performance:

Yuba County’s performance for the SIP baseline on this measure for the time period 1/1/12 through 6/30/12 was 85.1 percent but jumped 7.0 percent to 92.1 percent in the time period ending 9/30/12 but has since then slowly declined to 88.4 percent by the period ending 9/30/13, according to the data from U.C. Berkeley. This latest time period shows that from a total of 112 children, 99 (88.4 percent) had no recurrence and 13 (13.0 percent) experienced a recurrence of maltreatment. As indicated by these numbers, the percentage of no recurrence of maltreatment has remained under the National Standard of 94.6 percent since the beginning of 2012.

FROM	TO	No Recurrence of Maltreatment within 6 Months (%)	National Standard (%)
1/1/2012	6/30/2012	85.1	94.6
4/1/2012	9/30/2012	92.1	94.6
7/1/2012	12/30/2012	91.3	94.6
10/1/2012	3/31/2013	90.3	94.6
1/1/2013	6/30/2013	90.1	94.6
4/1/2013	9/30/2013	88.4	94.6

Data Source: Center for Social Services Research, School of Social Welfare, U.C. Berkeley, CWS/CMS 2014 Quarter 1 Extract

Target Improvement Goal: The decision was made in the SIP to set a goal of 94.6 percent. This is requiring the county to improve by 6.2 percentage points by the end of 2019.

Strategies:

- 1.0:** Continue with fully implemented Differential Response (DR) program including Path I and Path II responses.
- 2.0:** Supplement social workers’ knowledge and skill with the use of an internally developed Family Risk Checklist by CWS supervisors and social workers for measuring family progress through continual assessment for measuring family improvement.
- 3.0:** Continue with full implementation of the Safety Organized Practice (SOP) model to engage families and complete accurate assessments.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (Over 24 Months in Care)

Of all children in foster care during the selected 12-month period who were in care for at least 24 months, what percentage had two or fewer placements?

National Standard: 41.8 percent for Placement Stability (Over 24 Months in Care)

Current Performance:

Yuba County's performance for the SIP baseline on this measure for the time period 1/1/12 through 12/31/12 was 23.5 percent but jumped 0.7 percent to 24.2 percent in the time period ending 3/31/13 but then, by the time period ending 9/31/13, there was a 10.7 percent decrease to 13.5 percent according to the data from U.C. Berkeley. Luckily, there has been a steady increase in the percentage points since the 9/31/13 decline with the rate increasing to 25.0 percent by 3/31/2014, which is above the 23.5 percent SIP baseline.

FROM	TO	Placement Stability (At Least 24 Mos. in Care) 2 or Less Placements (%)	National Standard (%)
1/1/2012	12/30/2012	23.5	41.8
4/1/2012	3/31/2013	24.2	41.8
7/1/2012	6/30/2013	14.6	41.8
10/1/2012	3/31/2013	13.5	41.8
1/1/2013	6/30/2013	18.8	41.8
4/1/2013	9/30/2013	25.0	41.8

Data Source: Center for Social Services Research, School of Social Welfare, U.C. Berkeley, CWS/CMS 2014 Quarter 1 Extract

Target Improvement Goal: The decision was made to set a goal of 35.0 percent. This would require us to improve by 10.0 percentage points within the next four years. We continually hope that the county can surpass this goal, but there is a possibility that the reduction in staff and other resources may make this goal more challenging. The methodology for this measure makes improvement difficult, as well. Once a child is in care more than 24 months has more than two placements, that child is forever out of compliance, thus making it difficult to dramatically improve this measure.

Strategies:

- 1.0:** Develop and implement the Quality Parenting initiative.
- 2.0:** Develop and implement the Prevention/Intervention Placement Protocol.
- 3.0:** Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes in order to enhance concurrent planning practices through improving the process for identification of potential relative/NREFM placement homes at time of initial detention.
- 4.0:** Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes by building Resource Families. Please note that the California Department of Social Services (CDSS) reported that it will not be moving forward on allowing additional counties to start the Resource Family Approval Process (RFA) until the state has resolved the issues related to the complaints and grievances.
- 5.0:** Improve children's mental health and development through the implementation of Ages and Stages (0-5) and Strengths and Difficulty (6-18) screening tool so that mental health and developmental screening for all children entering into the CWS system is completed.

PROBATION

Priority Outcome Measure or Systemic Factor: C3.1 Exits to Permanency (24 Months in Care)

Of all probation youth that were in care for 24 months, how many were discharged to a permanent home prior to turning 18 during the selected 12-month period?

National Standard: 29.1 percent for Exits to Permanency (24 Months in Care)

Current Performance:

Yuba County's probation performance for the SIP baseline on this measure for the time period 1/1/12 through 12/31/12 was 0.0 percent and has remained at 0.0 percent for the time period ending 3/31/14 according to the data from U.C. Berkeley. This latest time period shows that there were no probation youth that exited to permanency in this selected 12-month period, however, there were two still in care during the same time frame.

FROM	TO	Exited to Permanency Before Age 18 (#)	Exited to Permanency Before Age 18 (%)	National Standard (%)
7/1/2009	6/30/2010	0	0.0	29.1
7/1/2010	6/30/2011	0	0.0	29.1
7/1/2011	6/30/2012	0	0.0	29.1
7/1/2012	6/30/2013	0	0.0	29.1

Data Source: Center for Social Services Research, School of Social Welfare, U.C. Berkeley, CWS/CMS 2013 Quarter 3 Extract

Target Improvement Goal: Although the probation youth caseload steadily remains in the lower numbers, the goal for exits to permanency prior to turning 18 has been set to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.

Strategies:

- 1.0:** Increase the percentage of probation youth living in permanent living arrangement by establishing Team Decision Meetings that include current placement staff, parents, relatives, or any other individual who has ties to the child.
- 2.0:** Increase the percentage of probation youth living in permanent living arrangement by utilizing concurrent planning and family finding at the onset of the case.
- 3.0:** Increase the percentage of probation youth living in permanent living arrangement by networking with Family Foster Agencies to recruit 602 W&I foster homes to the local area.
- 4.0:** Increase the percentage of probation youth being employed and participating in job training by networking with local employment assistance agencies to assist youth in obtaining job skills.
- 5.0:** Increase the percentage of probation youth being employed and participating in job training by assisting youth in obtaining employment.
- 6.0:** Increase youth's knowledge of AB12 by expanding the staff's knowledge of AB12.
- 7.0:** Increase youth's independence from the judicial system by increasing youth's knowledge of community agencies and how to access services.

CWS

Improvement Goal		
Increase the percentage of timely 10-day responses for child abuse and neglect referrals by 12.7 percent in order to exceed the current statewide standard.		
Strategy 1.0: Improve timely data entry of investigative narrative in CWS/CMS.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 2B 10-Day Response for Child Abuse/Neglect Referrals
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
1.1 Review existing policies and procedures with social workers. Point out the time frame for entering narrative.	Completed March 2014	CWS Program Manager
1.2 Social workers normal duties will be suspended to enter narrative of old referrals. The worker's assigned supervisor will establish a targeted number of referrals to be completed on a given day.	Beginning January 2014 and continue through January 2019	CWS Social Workers CWS Supervisors
1.3 Social workers will provide a Referral	Beginning January 2015 and continue through January 2019	CWS Social Workers CWS Supervisors

<p>Summary-Time to Investigation Report of their caseloads from SafeMeasures every Monday for review with their supervisor at the unit meeting, and upon request.</p>		
<p>1.4 Supervisors will independently review the caseloads of their individual workers one time per month to ensure the referral narrative is completed and that referrals are being closed out timely.</p>	<p>Beginning Aril 2015 and continue through January 2019</p>	<p>CWS Supervisors</p>

Improvement Goal									
Increase No Recurrence of Maltreatment by 3.2 percent to reach the National Standard of 94.6 percent									
Action Step:	Timeframe:	Person Responsible:							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 35%;">Strategy 1.0:</td> <td style="width: 15%;"><input checked="" type="checkbox"/> CAPIT</td> <td rowspan="4" style="width: 50%;">Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment</td> </tr> <tr> <td rowspan="3">Continue with fully implemented Differential Response (DR) program including Path I and Path II responses.</td> <td><input checked="" type="checkbox"/> CBCAP</td> </tr> <tr> <td><input type="checkbox"/> PSSF</td> </tr> <tr> <td><input type="checkbox"/> N/A</td> </tr> </table>			Strategy 1.0:	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment	Continue with fully implemented Differential Response (DR) program including Path I and Path II responses.	<input checked="" type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input type="checkbox"/> N/A
Strategy 1.0:	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment							
Continue with fully implemented Differential Response (DR) program including Path I and Path II responses.	<input checked="" type="checkbox"/> CBCAP								
	<input type="checkbox"/> PSSF								
	<input type="checkbox"/> N/A								
1.1 Review and revise current policy and procedure for DR.	Completed July 2014	CWS Program Manager ER Supervisor(s) FRC CWS Social Worker							
1.2 Continue the contact with GraceSource FRC. A new RFP will be released in 2015 per county requirements. A DR Community-Based provider will be selected in this process.	Contracting completed RFP will be released no later than January 2015 and the selection process is expected to be completed by April 2015.	CWS Program Manager Administrative Analyst							
1.3 Continue to provide DR program services as established by the RFP and DR contract provider.	Continue January 2014 through January 2019	CWS FRC Social Worker DR Provider							

<p>1.4 Develop a database for monitoring staff use of DR.</p>	<p>May 2014 through February 2015</p>	<p>CWS Program Manager CWS FRC Social Worker Administrative Analyst</p>
<p>1.5 Continue to re-evaluate DR community and staff training needs.</p>	<p>January 2014 through January 2019</p>	<p>CWS Program Manager Administrative Analyst CWS FRC Social Worker Community-Based Provider</p>

Improvement Goal		
Increase No Recurrence of Maltreatment by 3.2 percent to reach the National Standard of 94.6 percent.		
Strategy 2.0: Supplement social workers' knowledge and skill with the use of a Family Risk Checklist and the AAPI-2 inventory developed for the Nurturing Parenting Program model. The tools will be used by CWS supervisors, social workers and home visitors for measuring family progress.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps	Timeframe	Person Responsible
2.1 Establish a CWS Core Team to develop a process that clearly defines expectations, identifies requirements, measures progress and reinforces family involvement.	August 2014	CWS Program Manager CWS Supervisor(s) Administrative Analyst
2.2 Develop an assessment form and guidelines for the use of the survey and inventory.	August 2014 through March 2015	CWS Program Manager CWS Supervisor(s) Administrative Analyst
2.3 Train CWS social workers and staff on any policy and procedures along with the guidelines in regards to the use of the Family Risk Checklist and AAPI-2 inventory tools.	March 2015	CWS Program Manager CWS Supervisor(s)

<p>2.4 Implement survey and inventory tools in case staffing between social workers and CWS supervisors.</p>	<p>April 2015</p>	<p>CWS Supervisor(s) CWS Social Workers</p>
<p>2.5 Implement Family Risk Checklist and inventory tools for use in the field.</p>	<p>April 2015</p>	<p>CWS Program Manager CWS Supervisor(s)</p>
<p>2.6 Assess staff use of checklist and inventory tools through regularly scheduled meetings. Use a preexisting DR Special Projects Code in CWS/CMS to track DR cases.</p>	<p>June 2015 through January 2019</p>	<p>CWS Program Manager Administrative Analyst</p>
<p>2.7 Monitor effective implementation of checklist and inventory tools and measure its effect on risk and safety using SafeMeasures data.</p>	<p>April 2015 through January 2019</p>	<p>CWS Program Manager Administrative Analyst</p>

Improvement Goal		
Increase No Recurrence of Maltreatment by 3.2 percent to reach the National Standard of 94.6 percent.		
Action Steps	Timeframe:	Person Responsible:
<p>Strategy 3.0: Continue with full implementation of the Safety Organized Practice (SOP) model to engage families and complete accurate assessments.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1.1 No Recurrence of Maltreatment</p>
<p>3.1 Continue to refine the SOP process through the use of coaching provided by the Northern Regional Training Academy (RTA).</p>	<p>Continue July 2014 through January 2019</p>	<p>CWS Program Manager CWS Supervisor(s)</p>
<p>3.2 Use the RTA case review tool to evaluate the use and effectiveness of the model in daily practice. Use the DR Special Projects Code in CWS/CMS to identify these cases. Case Review will occur Quarterly</p>	<p>March 2015 through January 2019</p>	<p>CWS Program Manager CWS Supervisor(s)</p>

Improvement Goal		
Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.		
Strategy 1.0: Develop and implement the Quality Parenting Initiative.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps	Timeframe	Person Responsible
1.1 Update the current workgroup and branding statement.	Completed September 2014	Program Manager Community Partners
1.2 Advise foster parents and social workers about the implementation plan.	November 2014 through January 2015	Foster Parent Association Member CWS Licensing Social Worker
1.3 Monitor the utilization of the plan by soliciting feedback from social worker at quarterly division meetings and feedback from foster parents at foster parent association monthly meetings	March 2015 through January 2019	Program Manager FTC Facilitator CWS Licensing Social Worker

<p>1.4 Monitor the outcomes of utilization of the plan. Data tracking measures and tools will be developed, refined, and modified based on ongoing evaluation. Refine/modify the guidelines and procedures as necessary to improve the process.</p>	<p>March 2015 through January 2019</p>	<p>Program Manager Administrative Analyst</p>
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Improvement Goal		
Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.		
Strategy 2.0: Develop and implement the Prevention/Intervention Placement Protocol	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps	Timeframe:	Person Responsible:
2.1 Convene a workgroup to develop the protocol.	June 2014 through March 2015	Program Manager
2.2 Provide training on the protocol to CWS staff and foster parents.	April 2015	Program Manager
2.3 Implement the Protocol	April 2015	CWS Supervisors CWS Social Workers
2.4 Develop a case review tool to evaluate the effectiveness of the protocol. Use a Special Projects Code in CWS/CMS to indentify these cases.	April 2015 through January 2019	Program Manager Administrative Analyst

Improvement Goal		
Action Steps		
Timeframe:		
Person Responsible:		
<p>Improvement Goal Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.</p>		
<p>Strategy 3.0: Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes in order to enhance concurrent planning practices through improving the process for identification of potential relative/NREFM placement homes at time of initial detention.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (Over 24 Months in Care)</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>3.1 Establish practices related to identifying relatives and NREFMs that includes techniques of Family Finding.</p>	Completed June 2014	CWS Program Manager Administrative Analyst
<p>3.2 Provide training in techniques of Family Finding including the use of the internet search engines.</p>	Completed April 2014	CWS Program Manager CWS Supervisor(s) CWS Program Aides
<p>3.3 Provide refresher training on concurrent planning with emphasis placed on the importance of locating prospective permanent homes for foster children.</p>	April 2015	CWS Program Manager CWS Supervisor(s)

<p>3.4 Implement the new process of Family Finding to assist with identifying relative and NREFM placement homes within the first 30 days of a case.</p>	Completed April 2014	<p>CWS Program Manager CWS Supervisor(s)</p>
<p>3.5 Develop a Business Objects report that will provide not only the number of relative/NREFM placements but will also continually help monitor the family finding data on a periodic basis.</p>	November 2014 through June 2015	<p>CWS Program Manager CWS System Support Analyst</p>
<p>3.6 Monitor and track the progress of the new process for identification of relatives and NREFMs through the use of a periodic Business Objects report.</p>	June 2015 through January 2019	<p>CWS Program Manager CWS System Support Analyst</p>

Improvement Goal		
Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.		
Strategy 4.0: Reduce placement disruptions and multiple foster care placements by increasing the number of relatives/non-related extended family member (NREFM) homes by building Resource Families. CDSS reported that it will not be moving forward on allowing additional counties to start the Resource Family Approval Process (RFA), until the state has resolved issues related to the complaints and grievances.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
4.1 Develop a policy and procedure on Building Resource Families.	March 2015 through September 2015	CWS Program Manager Administrative Analyst
4.2 Review the policy and procedure with all CWS staff, emphasizing each step, the mandated time frames and responsibilities of specific workers.	September 2015	CWS Program Manager Administrative Analyst

<p>4.3 Provide training to CWS social workers and staff on any policy and procedures along with the guidelines in regards to the Building Resource Families process.</p>	<p>August/September 2015</p>	<p>CWS Program Manager CWS Supervisor(s)</p>
<p>4.4 Implement the new process of Building Resource Families and begin using the SAFE home study model to assess relative/NREFM family homes.</p>	<p>September 2015 through January 2019</p>	<p>CWS Supervisor(s) CWS Social Worker(s)</p>
<p>4.5 Develop a database to record the outcomes of the Home Study model approvals and denials; placement of children in the homes; the stability of the placement, and if the home results in a permanent placement for the child.</p>	<p>August 2015 through October 2015 (Development) November 2015 through January 2019</p>	<p>CWS Program Manager CWS System Support Analyst</p>

Improvement Goal		
Reduce placement disruptions and multiple foster care placements by 6.8 percent to reach 35.0 percent, which is closer to the National Standard of 41.8 percent.		
Strategy 5.0: Improve children's mental health and development through the implementation of Ages and Stages (0-5) and Strengths and Difficulty (6-18) screening tool so that mental health and developmental screening for all children entering into the CWS system is completed.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C4.3 Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps	Timeframe	Person Responsible
5.1 Update training for social workers for current practices for administering both screening tools	Completed June 2014	Program Manager CWS Supervisor(s)
5.2 Review and revise policy and procedure for developmental screening of all children entering the CWS system. This policy will include requirements for entering the screening, referral and plan information into CWS/CMS and providing the results to the case managing social worker.	January 2015	CWS Program Manager CWS Supervisor(s) CWS Public Health Nurse

<p>5.3 Develop a special projects code in CWS/CMS for ongoing tracking of data related to timely provision of developmental and mental health services based on the results of either screening tool.</p>	<p>Development of special project code completed November 2014. Ongoing data tracking through 2019</p>	<p>Program Manager Administrative Analyst</p>
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Probation

Improvement Goal		
Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.		
Strategy 1.0: Increase the percentage of probation youth living in permanent living arrangement by establishing Team Decision Meetings that include current placement staff, parents, relatives, or any other individual who has ties to the child or family.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency (24 months in care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
1.1 Train staff in Team Decision Meetings.	02/10/14 to 02/10/15 Completed.	Probation Program Manager Probation Supervisor Placement Officer
1.2 Facilitate meetings to increase and improve parent involvement.	02/10/14 to continuous	Placement Officer

<p>1.3 Ensure all appropriate parties are present and involved in the meetings.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>
<p>1.4 Develop safety plan for youth returning to parental custody.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>
<p>1.5 Identify appropriate services for caretaker, parent and child and ensure those services have been offered.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>

Improvement Goal		
<p>Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.</p>		
<p>Strategy 2.0: Increase the percentage of probation youth living in a permanent living arrangement by utilizing concurrent planning and family finding at the onset of the case.</p>	<input checked="" type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency (24 months in care)</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<p>2.1 Train staff on concurrent planning.</p>	<p>02/10/14 to 02/10/15 Completed.</p>	<p>Probation Program Manager Probation Supervisor Placement Officer</p>
<p>2.2 Make referral to adoptions.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>
<p>2.3 Train staff of family finding process.</p>	<p>02/10/14 to 02/10/15 Completed.</p>	<p>Probation Program Manager Probation Supervisor Placement Officer</p>

2.4 Research relatives on line.	02/10/15 to continuous	Placement Officer
2.5 Refer families to appropriate services.	02/10/14 to continuous	Placement Officer

Improvement Goal		
<p>Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.</p>		
<p>Strategy 3.0:</p> <p>Increase the percentage of probation youth living in a permanent living arrangement by networking with Family Foster Agencies to recruit 602 W&I foster homes in the local area.</p>	<input checked="" type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C3.1 Exits to Permanency (24 months in care)</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<p>3.1</p> <p>Contact Family Foster Agency Administrators.</p>	02/10/14 to 02/10/15	<p>Placement Officer</p> <p>Probation Supervisor</p>
<p>3.2</p> <p>Train staff on the different types of placements.</p>	<p>02/10/14 to 02/10/15</p> <p>Completed.</p>	<p>Placement Officer</p> <p>Probation Supervisor</p>
<p>3.3</p> <p>Interview youth and family members on a regular basis to identify potential placement for the youth.</p>	02/10/14 to continuous	Placement Officer

3.4 Assist family/lifelong connection with the process of becoming an approved foster home.	02/10/14 to continuous	Placement Officer
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Improvement Goal

Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.

Strategy 4.0:

Increase the percentage of probation youth being employed and participating in job training by networking with local employment assistance agencies to assist youth in obtaining job skills.

- CAPIT**
- CBCAP**
- PSSF**
- N/A**

Applicable Outcome Measure(s) and/or Systemic Factor(s):

C3.1 Exits to Permanency (24 months in care)

Action Steps:

Timeframe:

Person Responsible:

4.1

Establish a contact person at the various local employment assistance agencies (to be determined) for the youth.

02/10/14 to 08/10/14
Completed.

Placement Officer

4.2

Make appropriate referrals to the local employment assistance agencies that have been identified during the process.

02/10/14 to continuous

Placement Officer

<p>4.3 Assist youth with any paperwork and documentation required for the various employment assistance programs that are available.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>
<p>4.4 Provide bus passes to youth to assist with transportation to and from the employment activities.</p>	<p>02/10/14 to continuous</p>	<p>Placement Officer</p>

Improvement Goal

Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.

Strategy 5.0: Increase the percentage of probation youth being employed and participating in job training by assisting youth in obtaining employment.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency (24 months in care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	

Action Steps:	Timeframe:	Person Responsible:
5.1 Ensure youth is participating in ILP	02/10/14 to continuous	Placement Officer
5.2 Maintain regular contact with ILP coordinator.	02/10/14 to continuous	Placement Officer
5.3 Assist youth with employment applications.	02/10/14 to continuous	Placement Officer

5.4 Assist youth in obtaining necessary identifying documents (ie: birth certificate, social security card, identification card).	02/10/14 to continuous	Placement Officer
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Improvement Goal		
Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.		
Strategy 6.0: Increase youth's knowledge of AB12 by expanding the staff's knowledge of AB12.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency (24 months in care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
6.1 Create an AB12Manuel.	Completed	Probation Program Manager Probation Supervisor Placement Officer
6.2 Train staff in AB12 requirements.	02/10/14 to 02/10/15 Completed.	Probation Program Manager Probation Supervisor Placement Officer
6.3 Ensure all eligible probation youth are aware of the benefits of AB12.	02/10/14 to continuous	Probation Program Manager Probation Supervisor Placement Officer

Improvement Goal 4.0		
Increase the percentage of probation youth that are exiting to permanency prior to turning 18 to exceed the National Standard of 29.1 percent. The county will increase performance on process measure C3.1 Exits to Permanency (24 Months in Care) from 0% (baseline) to 50% (improvement goal) by the end of the 5 year SIP period. This will result in an increase of 1 more child out of two exiting care to permanency.		
Strategy 7.0: Increase youth's independence from the Judicial system by increasing youth's knowledge of community agencies and how to access services.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): C3.1 Exits to Permanency (24 months in care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
7.1 Prepare a pamphlet of services/resources.	02/10/14 to 02/10/15 Completed but need updates.	Probation Program Manager Probation Supervisor Placement Officer
7.2 Ensure youth are aware of locations of services/resources.	02/10/15 to continuous	Placement Officer
7.3 Engage youth in community service.	02/10/15 to continuous	Placement Officer

ATTACHMENT B: YUBA COUNTY SIP OVERSIGHT COMMITTEE – 1 OF 3

SIP Committee (CSA Core Team & Stakeholders) as of Jan. 2015

Agency (Bold Indicates Mtg. Representation)	Stakeholders & Representatives	Titles
Administrator of the Courts, S.F.	Kerry Doyle	Liaison
Advocate	Mike Hill	Native American Liaison
	Melanie Hubbard	
Alta California Regional Center	Terry Rhoades	Supervisor
	Lois Lewis	Service Coordinator
Attorney	Carl Lindmark	Attorney
CA Dept. of Social Services	Joti Bolina	Children's Services Outcomes & Accountability Bureau (CSOAB)
	Theresa Sanchez	Office of Child Abuse Prevention (OCAP)
Camptonville Community Partnership Family Resource Center	Cathy LeBlanc	Administrator
Case de Esperanza	Linda Hodges	Manager
	Marsha Krouse-Taylor	Exec. Director
Center for Hope	Shawn Marmon	Children's Hope FFA
	Ben Payne	Children's Hope
	Rich Sebo	Children's Hope
Church of Glad Tidings	Lou Binninger	Pastor
E Center Health Start	Jennifer Wickliff	Family & Community Services Coordinator
Environmental Alternatives	Melody Vance	Program Director
	Tim Wilkinson	Executive Director
First 5 Yuba	Cynthia Sodari	Executive Director
First Steps	Laurie Desmond	FRC
Friday Night Live	Amber Royer	Executive Director
	Janet Siller	CEO
Grace Source Family Resource Center	Terri Gentile	Program Manager
	Roy Martin	Administrator
Harmony Health	Rachel Farrell	FRC
	Jennifer Jones	FRC
	Pamela Pierce	FRC
Head Start	Lisa Maytorena	Manager
Marysville Joint Unified School District	Toni Marquez	
	Sherri Sandoval	
Minors Counsel	Mark Woods	Attorney
Parent Consumer	Tessali Bearden	Parent
	Michael Bearden	Parent
	Mike Hill	Parent-Native American Liaison
	Tessa McAleer	Parent
	Jason Rooney	Parent
Salvation Army	Dan Schifle	
Vocational Rehabilitation	Valerie Shirah	Senior Counselor
Wheatland Support Our Students Family Resource Center	Cory O'Neal	Director

ATTACHMENT B: YUBA COUNTY SIP OVERSIGHT COMMITTEE – 2 OF 3

Agency (Bold Indicates Mtg. Representation)	Stakeholders & Representatives	Titles
Youth Representative	William Kite	Foster Youth
Yuba Community College	Leah Eneix	Foster Kinship Care Education Specialist
	Karen Stanis	Director
Yuba Co. Board of Supervisors	Andrew Vasquez	Board Member
Yuba Co. County Council	John Whidden	Deputy County Council
Yuba Co. Courts	Debra Givens	Judge
Yuba Co. HHSD-Admin/Finance	Donna Clark	Analyst
	Kathy Cole	Deputy Director
	Pam Morasch	Deputy Director
	Jennifer Vasquez*	Director
Yuba Co. HHSD-CWS	Reem Burris	Supervisor
	Thomas Clark	Supervisor
	Pam Cook	Social Worker
	Penny Elliott	Social Worker
	Tracy Enriquez	System Analyst
	Cynthia Freeman	Social Worker
	Jane Golden	Office Support
	Alex Hadley	PHN
	John Harvey	Supervisor
	Melinda Hotchkiss	Social Worker
	Shari Japhet	Social Worker
	Bunny Ketterman	Social Worker
	Angelika Klug	Social Worker
	Michele Kocher	Social Worker
	Julie Mahon	Supervisor
	Drake Malecha	Social Worker
	Lisa Morrell	Program Aide
	Monique Phillips	Social Worker
	Marc Provencal	Social Worker
	Tony Roach*	Program Manager
Rachel Romero	Program Aide	
Yuba Co. HHSD-Employment Services	Erich Runge	Program Manager
	Sherry Scott	Social Worker
Yuba Co. HHSD-Employment Services	Tracy Bryan	Program Manager
Yuba Co. HHSD-Employment Services	Melissa Gianelli	Supervisor
Yuba Co. HHSD-Public Health Services	Melissa Fair	Health Educator
Yuba Co. Office of Education	Scotia Holmes-Sanchez*	Superintendent
	Amy Molina-Jones	Prevention Specialist, FRC
	Brenda Odesha	FRC
	L. Scheuer	
Yuba Co. Probation Dept.	Jim Arnold*	Chief Probation Officer
	Theresa Dove	Manager
	Paula Gomes	Probation Officer
	Matt Ricardy	Supervisor
Yuba Co. Victim Witness	Jason Roper	Yuba Co. Probation/Victim Witness

ATTACHMENT B: YUBA COUNTY SIP OVERSIGHT COMMITTEE – 3 OF 3

Agency (Bold Indicates Mtg. Representation)	Stakeholders & Representatives	Titles
Yuba-Sutter Mental Health	John Floe	Supervisor
	Tony Hobson*	Director
	Kelly Scott	Substance Abuse
	Gayle Lukeman	Therapist
	Shannon Seacreast	Children's System of Care (CSOC)
	Sandra Turnbull	Manager
Yuba-Sutter Ministerial Association	Bernie Frickie*	Grace United Methodist Church

*Child Abuse Prevention Council (CAPC) Member

APPENDIX I: Acronym Guide

AB 12	Assembly Bill 12
AB 636	Assembly Bill 636
ACIN	All County Information Notice
ADR	Alternative Dispute Resolution
AFDC	Aid to Families with Dependent Children
BEAS	Bi-County Early Access Support Collaborative
BOS	Board of Supervisors
BRC	Blue Ribbon Commission
CACI	Child Abuse Central Index
Cal-SAHF	California Safe and Healthy Families Program
CalSWEC	California Social Work Education Center
CalWORKs	California Work Opportunities and Responsibility to Kids
CAPC	Child Abuse Prevention Council
CAPIT	Child Abuse Prevention Intervention and Treatment Program
CAPTA	Child Abuse Prevention and Treatment Act
CBCAP	Community-Based Child Abuse Prevention Program
C-CFSR	California Child and Family Services Review
CCTF	County Children's Trust Fund
CDBS	Child Development Behavioral Specialist
CDRT	Child Death Review Team
CDSS	California Department of Social Services
CHDP	Child Health and Disability Prevention Program
CLFP	County Licensed Foster Parent
CMSW	Case Managing Social Worker
CPOC	Chief Probation Officer of California
CQI	Continuous Quality Improvement
CRC	Children's Research Center
CSA	County Self Assessment
CSOAB	Children's Services Outcomes and Accountability Bureau
CSSR	Center for Social Services Research
CWDA	County Welfare Directors Association of California
CWS	Child Welfare Services

ATTACHMENT C: APPENDIX I ACRONYM GUIDE – 2 OF 4

CWS/CMS	Child Welfare Services/Case Management System
CWSOIP	Child Welfare Services Outcome Improvement Plan
DDS	Department Developmental Services
DOJ	Department of Justice
DR	Differential Response
DVRO	Domestic Violence Restraining Order
ER	Emergency Response
FDM	Family Development Matrix
FFA	Foster Family Agency
FKCE	Foster/Kinship Care Education Program
FM	Family Maintenance
FPL	Federal Poverty Level
FR	Family Reunification
FRC	Family Resource Center
FSNA	Family Strengths and Needs Assessment
FTC	Family Team Conferencing
ICWA	Indian Child Welfare Act
IEP	Individualized Education Plan
ILP	Independent Living Program
ITS	Intensive Treatment Services
LCSW	Licensed Clinical Social Worker
LMFC	Licensed Marriage and Family Counselor
LMFT	Licensed Marriage and Family Therapist
MEPA	Multi-Ethnic Placement Act
MFCC	Marriage, Family and Child Counseling
MHSA	Mental Health Services Act
MIS	Management Information System
MOU	Memorandum of Understanding
MPP	Manual of Policies and Procedures
MSW	Master of Social Work
MSYGC	Maxine Singer Youth Guidance Center
MVT	Motor Vehicle Traffic
NCCD	National Council on Crime and Delinquency

ATTACHMENT C: APPENDIX I ACRONYM GUIDE – 3 OF 4

NREFM	Non-Related Extended Family Member
OCAP	Office of Child Abuse Prevention
OCAP – PND	Office of Child Abuse Prevention – Prevention Network Development
PACT	Positive Achievement Change Tool
P.A.S.S.	Probation and School Success
PHN	Public Health Nurse
PCIT	Parent Child Interactive Therapy
PDF	Portable Document Format
POST	Peace Officers Safety Training
PP	Permanent Plan
PQCR	Peer Quality Case Review
PSSF	Promoting Safe and Stable Families
QA	Quality Assurance
QAR	Quality Assurance Review
QPI	Quality Parenting Initiative
RFA	Resource Family Approved Program
RFP	Request for Proposal
RTA	Regional Training Academy
SCP	Substitute Care Providers
SDM	Structured Decision Making
SDPO	Supervising Deputy Probation Officer
SELPA	Special Education Local Plan Area
SFV	Structured Family Visitation Program
SHU	Secured Housing Unit
SILP	Supervised Independent Living Program
SIP	System Improvement Plan
SMART	Substance Abuse Multi-Agency Review Team
SSI	Supplemental Security Income
STC	Standards and Corrections
SOP	Safety Organized Practice
SW	Social Worker
SYCEA	Sutter/Yuba Employee Association
SYMHS	Sutter-Yuba Mental Health Services

ATTACHMENT C: APPENDIX I ACRONYM GUIDE –4 OF 4

TANF	Temporary Assistance to Needy Families
THPP	Transitional Housing Placement Program
THP-Plus	Transitional Housing Program - Plus
TILP	Transitional Independent Living Plan
TLFR	Time Limited Family Reunification
TPR	Termination of Parental Rights
U.C.	University of California
URL	Uniform Resource Locator
W&I	Welfare and Institutions
WIA	Work Force Investment Act
YCAT	Yuba County Assessment Team
YCCC	Yuba County Children’s Council
YCCSOC	Yuba County Children’s Systems of Care
YCHHSD	Yuba County Health and Human Services Department
YCPPOA	Yuba County Probation Peace Officers Association