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California's Child and Family Services Review
System Improvement Plan Progress Report 2016

County:	**Colusa**
Responsible County Child Welfare Agency:	Colusa County Department of Health and Human Services
Period of Plan:	June 2014 through June 2020
Period of Outcomes Data:	Q4 2015
Date Submitted:	April 29, 2016

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Colusa County
System Improvement
Plan Progress Report
2016

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Colusa County SIP Progress Report

Introduction

The Colusa County SIP Annual Progress Report outlines the progress made by Child Welfare Services and Juvenile Probation Department have made since the implementation of their 5 Year SIP submitted in June 2015.

The 2015 SIP outlined the strategies that Child Welfare Services and the Juvenile Probation Department plan to implement over a five year period to improve outcomes for children and families. The 2015 SIP incorporated the findings of 2014 County Self Assessment and is operational from June 1, 2015 through June 30, 2020, with annual updates.

To determine the effectiveness of the SIP, child welfare is monitoring the quarterly outcome data as provided by the California Child Welfare Indicator Project, UC Berkley. This report will provide an analysis of the status and progress of strategies and action steps, including any revisions necessary, for the first year of the current plan. It will describe any other successes and promising practices that have led to consistent positive performance within specific outcome data measures. This report contains the county's SIP chart with necessary updates to reflect the county's performance, current status of implementation strategies, and any revision to the time frames.

Stakeholder Participation

Colusa County continues to team with community partners, county agencies and other key stakeholders to provide services to the children and families in our community. Small counties, such as Colusa, are able to maximize minimal resources due to the collaboration and partnerships necessary to support one another. Colusa County Probation Department and Colusa County Department of Health and Human Services (DHHS) have a close working relationship with each other. The two departments worked together with California Department of Social Services (CDSS), the Outcomes and Accountability Bureau (CSOAB), to complete this SIP Update.

Outcomes Measures, Goals, Strategies, and Action Steps

Data Source: The outcomes analysis for Child Welfare Services (CWS) is addressed in each individual SIP matrix utilizing the UC Berkeley Center for Social Services Research (CSSR) data. Safe Measures reports from Children's Research Center (CRC) were reviewed to drill down the data for a more in-depth analysis and to assist in the development of future strategies for improvement.

Since the 2015 implementation of the current Colusa County's SIP, major changes were made to the Child and Family Services Review (CFSR) Round 2 outcome measures. The data indicators were revised and consist of 2 safety indicators and 5 permanency indicators, now referred to as CFSR Round 3 measures. The new measures took effect with the 2015 Quarter 2 data reports.

The 2015 Colusa County SIP identified three measures for child welfare and one measure for probation in need of improvement. Colusa County Probation Department identified measure 8A, which remained unchanged for CFSR Round 3. The three measures selected by child welfare related to placement stability, specifically, measures C4.1, C4.2 and C4.3. These three measures are now represented by measure 3-P5, Placement Stability.

During the time period of this annual update placement stability was identified by two different measures. For that reason we will review the county's performance based on both Round 2 and Round 3 measures.

The following chart shows the child welfare performance as measured by Round 2 data indicators, (data source: CWS/CMS 2015 Quarter 4 extract).

C4.1 Of all children in foster care during the selected 12 month period who were in care for at least eight days but less than 12 months, what percent had two or fewer placements? National Goal: 86%

Time Frame	Percent of children with 2 or fewer placements	Number of children with 2 or fewer placements
January 1, 2015-December 31, 2015	80.8%	21 of 26
October 1, 2014- September 30, 2015	92.3%	24 of 26

C4.2 Of all children in foster care during the selected 12 month period who were in care for at least 12 months but less than 24 months, what percent had two or fewer placements? National Goal: 65.4%

Time Frame	Percent of children with 2 or fewer placements	Number of children with 2 or fewer placements
January 1, 2015-December 31, 2015	57.1%	8 of 14
October 1, 2014- September 30, 2015	64.7%	11 of 17

C4.3 Of all children in foster care during the selected 12 month period who were in care for at least 24 months, what percent had two or fewer placements? National Goal: 41.8%

Time Frame	Percent of children with 2 or fewer placements	Number of children with 2 or fewer placements
January 1, 2015-December 31, 2015	55.6%	5 of 9
October 1, 2014- September 30, 2015	50%	4 of 8

The following chart shows the child welfare performance as measured by Round 3 data indicators, (data source: CWS/CMS 2015 Quarter 4 extract).

3-P5 Of all children who enter foster care in a 12 month period, what is the rate of placement moves per day of foster care? National Goal: <=4.12 per 1,000			
Time Frame	Foster care days for children with entries	Placement moves	Per 1000 days
January 1, 2015-December 31, 2015	4,205	25	5.94
October 1, 2014- September 30, 2015	3,174	15	4.72

Citation:
Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Tobler, A., & Romero, R. (2016). *CCWIP reports*. Retrieved 4/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

The following chart shows the Probation data as measured by Round 3 data indicators, (data source: CWS/CMS 2015 Quarter 4 extract).

8A Of all youth exiting foster care at age 18 (or legally emancipating prior to age 18), non minor dependants (NMDs) exiting foster care and NMDs who re-entered foster care and are exiting again, what percent have completed high school equivalency, obtained employment, have housing arrangements, and permanency connection with an adult.					
Time Frame	Total number of youth	# of youth who obtained HS education	# of youth who obtained employment	# of youth with housing arrangements	# of youth with a permanency connection
2015 Quarter 1	0	0	0	0	0
2015 Quarter 2	2	1	2	2	2
2015 Quarter 3	0	0	0	0	0
2015 Quarter 4	2	1	1	2	2

Data Source: SOC 405X & SOC 405XP, http://cdss.ca.gov/research/PG299.htm
CA Department of Social Services, Child Welfare Data Analysis Bureau

Child Welfare identified four strategies to improve placement stability for youth. Due to the changes made to the outcome measures as previously discussed, comparison can be difficult. However, when reviewing the CSFR Round 2 data, Colusa County has made improvement in measures C4.1 and C4.2. For measure C4.3, as was identified in the SIP, has been a challenge for the county as evidenced by the drop in performance between the two time frames listed in the chart above.

The new measure for placement stability for CSFR Round 3 indicates that the county has made improvement between the two time frames compared and is very near the national goal.

Following the June 17, 2015 CDSS approval of the Colusa County SIP as approved on June 2, 2015 by the Colusa County Board of Supervisors; an error was found regarding the time frame of the SIP. Therefore, on November 17, 2015 the Colusa County Board of Supervisors passed and adopted Resolution 15-061, extending the Colusa County SIP through June 2020. The SIP Chart will reflect this modification.

As this is the first year of the current SIP, many of the action items identified are preliminary, start up activities. In August 2015 and January 2016, a workgroup was convened to discuss the SIP strategies including:

- Review of the county's outcome data on placement stability
- Review of the changes to the outcome measures
- Review of the county's current use of SOP and how to improve upon it, specifically to placement issues
- Review current documentation process for placement change reasons
- Discussion of training needs

The following section lists all modification made to the action steps for each strategy. Changes made to the time frames, deletion/addition of an action step and responsible parties are also shown on the SIP Chart.

Strategy 1: Expand use of the Safety Organized Practice (SOP) to facilitate placement stability, relative placements and permanency.

- Action Step A: This step was completed on August 28, 2015.
- Action Step B: In addition to obtaining information at the workgroup meetings, the social work supervisor coordinates a monthly case conferencing meeting which includes the child welfare attorney, child welfare staff and State Adoptions.
- Action Step C: Information regarding training needs was solicited at the workgroup meetings. Recommendations included training for foster parents on how to deal with difficult behaviors and teenaged youth. This step will be shown as completed on the SIP Chart.
- Action Step D: Child welfare meets monthly with an SOP coach and sample protocols are being obtained for review. Due to turnover, a new staff member has been designated our SOP facilitator. She has been participating in the SOP trainings offered by our regional training academy, UC Davis. The completion date for this step has been modified to December 2016.
- Action Step E: The completion date for this step has been modified to June 2020.
- Action Step F: Child Welfare participates in monthly unit meetings during which monthly and quarterly outcome data is reviewed. The completion date for this step has been modified to June 2020.

Strategy 2: Strengthen initial child-home matching, including engagement of relatives and non-extended family.

- Action Step A: This step was completed on August 28, 2015.

- Action Step B: Work is still being done to streamline policies and procedures to ensure they are consistent with one another. The completion date has been modified to December 2016.
- Action Step C: No update or modifications.
- Action Step D: No update or modifications.
- Action Step E: The completion date for this step has been changed to June 2020.
- Action Step F: Child Welfare participates in monthly unit meetings during which monthly and quarterly outcome data is reviewed. The completion date for this step has been modified to June 2020.

Strategy 3: Improve social worker documentation of reasons for placement change.

- Action Step A: This step was completed on August 28, 2015.
- Action Step B: This step was completed. Review of the documentation found was completed on January 29, 2016. Social Workers were provided direction on how to document relevant information in CWS/CMS. Monitoring of the data entered is on-going.
- Action Step C: No update or modifications.
- Action Step D: The Social Worker Supervisor is currently attending the Supervisor Core training provided by UC Davis. The completion date for this step has been changed to June 2020.
- Action Step E: The completion date for this step has been changed to June 2020.
- Action Step F: The completion date for this step has been changed to June 2020.

Strategy 4: Improve supportive services for foster parents/caregivers including crisis intervention services.

- Action Step A: The completion date for this step has been changed to June 2017.
- Action Step B: The completion date for this step has been changed to December 2017.
- Action Step C: The completion date for this step has been changed to June 2020.
- Action Step D: Child Welfare participates in monthly unit meetings during which monthly and quarterly outcome data is reviewed. The completion date for this step has been modified to June 2020.

Strategy 5 (Probation): Strengthen Probation Department capacity to work with youth transitioning into adulthood and those continuing under Juvenile Court supervision as non-minor dependents.

- Action Step A: The completion date for this step has been changed to November 2016.
- Action Step B: Probations policy and procedure regarding AB12 has been reviewed and is current and aligned with ACL's. This step is completed.
- Action Step C: No update or modifications.
- Action Step D: Training is ongoing, most recently officers attended a 2-day case planning training. No modifications made.

- Action Step E: The completion date for this step has been changed to June 2020.
- Action Step F: The completion date for this step has been changed to June 2020.

The chart below indicates the performance on the other round 3 outcome measures, timely referral response data and timely monthly caseworker visits data for child welfare. Overall the county is performing well. As discussed previously, these measures are new, child welfare will continue to monitor and, if determined necessary these measures will be incorporated into the SIP in future updates. As of the Quarter 4 2015 data, child welfare continues to struggle with measures P2 and P3, which combined represent youth achieving permanency in 12 months for those in foster care 12 months or more. Although the Quarter 4 2015 data shows child welfare performing below the state goal for measure P4, Re-entry to foster care, the percentage represents 2 youth out of 21 who re-entered care. Child welfare has performed exceptionally well in maintaining timely investigations and monthly caseworker contacts.

It is important to acknowledge that due to the small data set used, small deviations do affect these measures, making them seem grossly out of compliance. This is true for probation data as well; many of the measures applicable to probation have no value due to a denominator of zero. However, for calendar year 2015, probation made 100% of its required monthly contacts.

Measure	State Goal	Quarter 4 2015	Quarter 3 2015	Quarter 2 2015
S1-Maltreatment in foster care	<=8.5	0.0	52.11	51.63
S2-Recurrence of maltreatment	<=9.1	7.7	8.6	2.4
P1-Permanency for entries	>=40.5	63.6	86.7	65
P2-Permanency for youth in care 12 to 23 months	>=43.6	0	18.2	30.8
P3-Permanency for youth in care 24 months or more	>=30.3	16.7	25	25
P4-Re-entry to foster care	<=8.3	9.5	0	0
2B-Timely Referral Response-Immediate	N.A.	100%	100%	100%
2B-Timely Referral Response-Immediate	N.A.	100%	95.2%	100%
2F- Timely Monthly Caseworker Visits	95%	97.6%	100%	97.1%

Data Source: CWS/CMS 2015 Quarter 4 Extract.
Citation:
Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Tobler, A., & Romero, R. (2016). *CCWIP reports*. Retrieved 4/18/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Some obstacles and barriers indentified include the modification of the outcome measures and the need for Safe Measures to provide round 3 outcome measure reports to more effectively analyze data.

Several practices have been initiated in Colusa County with the hope of helping improve outcomes and well-being for the youth in our care.

- Safety Organized Practice (SOP)
  Child welfare continues to utilize SOP to address all aspects of a youth's case, in a format that promotes building natural supports and collaboration.
- Katie A.
  All foster youth receive a mental health screen within 90 days of detention and at a minimum, annually. If indicated by the screening, the youth is referred to the Colusa County Behavioral Health Department for a mental health assessment and treatment if recommended. Child welfare also works with tribal entities that may provide mental health services to eligible youth and other contract providers to ensure proper services are available.
- Approved Relative Caregiver (ARC) Funding Option
  On December 29, 2014, Colusa County Department of Health and Human Services opted into the ARC program. This funding option allows DHHS to provide an approved relative caregiver of a youth determined to be ineligible for AFDC-FC the same basic care rate as AFDC-FC eligible youth.
- Commercially Sexually Exploited Children (CSEC)
  Colusa County child welfare has a dedicated staff person assigned to the county's CSEC program. The county was approved by the CDSS for Tier I funding to implement our program. Current activities have focused on the development of a policy and screening documents.
- Child Family Services Review (CFSR)
  Colusa County child welfare has two certified reviewers to conduct case reviews and QA reviews as required.
- Foster Parent Recruitment, Retention and Support (FPRRS)
  Colusa County child welfare was awarded funding through this program to support activities to recruit, retain and support foster parents. DHHS is currently recruiting for a social worker who will be assigned to develop, implement and administer our resource family approval program. FPRRS funding was also awarded to provide financial support to foster families to promote normalcy, immediate needs, and pre-approval assistance.
- Continuum of Care Reform/ Resource Family Approval (CCR/RFA)
  Colusa County child welfare is in the initial planning stages for the implementation of CCR and RFA. As mentioned, DHHS has added a social worker position to address this program.

By utilizing all of these practices our hope is to establish foster youth in a stable placement early on, reducing placement changes and achieving permanence more quickly.

Colusa County Probation has made progress with their SIP strategy. Due to their small caseload, implementing and executing a work group has been somewhat of a challenge due to transportation and scheduling issues. However, Probation continues to collaborate with outside agencies, including TILP programs, Colusa County One Stop, DHHS eligibility unit, educational institutions and Independent Living Service Programs to identify and locate resources available for transitioning youth.

Colusa County Probation's number of NMDs continues to be low, with each case presenting different challenges. Two of their NMDs are actively involved in ILP programs in their counties of residence (Yolo and Sacramento). Both NMD's are in TILPs and a part of their placement requires they participate in ILP services. Both of these NMDs have obtained their high school diploma. One is seeking employment at this time and has no interest in attending higher education. The other NMD is enrolled at Sierra College and will begin taking classes this fall. He is interested in the vet tech program.

Our third NMD has been challenging as she does not want to meet any of the requirements for participation in the NMD program. Services have been identified and located for her however, she chooses not to participate. Her failure to participate resulted in the Juvenile Court terminating jurisdiction.

A copy of the SIP Chart as originally approved by the Colusa County Board of Supervisors follows. This updated chart contains any additional goals, strategies and action steps added as discussed above. It also reflects any revised time frames and current status of implementation. Updates are shown as a strikethrough indicating they were changed or removed.

Colusa County Department of Health and Human Services submitted all components of the annual report timely in order to comply with state and federal reporting requirements for the CAPIT/CBCAP/PSSF programs to the Office of Child Abuse Prevention. The annual report captures quantitative and qualitative data for state and federal reporting requirements and CAPIT/CBCAP/PSSF service provision plan indentified within the SIP.

5 – Year SIP Chart

During the period 2015-2020, Colusa County will work on each of the four outcomes according to the action steps below using specific strategies for each outcome. Based on review of internal data, including CSAs and annual SIP reports, the following improvement benchmarks have been set for each outcome:

Outcome 3-P5 (Child Welfare)

National Standard: <=4.12 per 1000

Colusa County Most Recent Performance, Calendar Year 2015: 6.12 per 1000

Colusa County Baseline Performance, Calendar Year 2013: 4.39 per 1000

Target Improvement Goal: Meet or Exceed National Standard

State Outcome Measure 8A (Probation)

State Standard: to be determined

Colusa County Most Recent Performance: See chart on page 6

Target Improvement Goal: Meet or exceed state standard

~~**Outcome C4.1**~~

~~**NATIONAL STANDARD: 86%**~~

~~**COLUSA COUNTY BASELINE PERFORMANCE: MARCH, 2013 (87.9%)**~~

~~**TARGET IMPROVEMENT GOAL: MEET OR EXCEED NATIONAL STANDARD**~~

~~**Outcome C 4.2**~~

~~**National Standard: 65.4%**~~

~~**Colusa County Baseline Performance: March, 2013 (83%)**~~

~~**Target Improvement Goal: Meet or exceed national standard**~~

~~**Outcome 4.3**~~

~~**National Standard: 41.8%**~~

~~**Colusa County Baseline Performance: March, 2013 (25%)**~~

~~**Target Improvement Goal: A minimum of 3% improvement each year**~~

Strategy 1: Expand use of Safety Organized Practice (SOP) to facilitate placement stability, relative placements, and permanency	☒ CAPIT ☐ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability ~~C 4.1 Placement stability (8days-12 months in care)~~ ~~C 4.2 Placement stability (12-24 months in care)~~ ~~C 4.3 Placement Stability (at least 24 months in care)~~	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Designated workgroup (WG) including FFA representative, will review data on placement stability from 2010-2014 years	July 2015	Completed ~~September 2015~~	Donna Dennis, PMII
B. Supervisor will met with social workers to obtain their assessment of the issues associated with placement stability	July 2015	Ongoing	Danielle Padilla, Unit Supervisor
C. Supervisor will meet with WG to compile information and determine any training needs	August 2015	Completed ~~September 2015~~	Danielle Padilla, Unit Supervisor
D. WG will contact other counties about their use of SOP and identify a protocol applying SOP to placement assessment and strengthening placements	November 2015	December 2016 ~~January 2016~~	Donna Dennis, PMII
E. The Emergency Response Procedure will be amended to require use of SOPs for placement decision making and strengthening placements	January 2016	June 2020 ~~June 2019~~	Agency management
F. Monthly and quarterly data will be reviewed for 3-P5 ~~C 4.1, C4.2, C4.3~~ at unit meetings to assess placement stability and application of SOP and training needs	January 2016	June 2020 ~~June 2019~~	Donna Dennis, PMII

Strategy 2: Strengthen initial child-home matching, including engagement of relatives and non-related extended family	☒ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability ~~C 4.1 Placement stability (8days-12 months in care)~~ ~~C 4.2 Placement stability (12-24 months in care)~~ ~~C 4.3 Placement Stability (at least 24 months in care)~~	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Convene workgroup (WG) to consider how to extend SOP to placement decisions and working with youth and caregivers in placement	August 2015	Completed ~~December 2015~~	Donna Dennis, PMII
B. Review current policy and procedure to ensure consistency with SOP principles and that related policies are complementary	September 2015	December 2016	Donna Dennis, PMII
C. WG meets with Seneca contractor to review family finding tools and how those tools can better link with case practice	December 2015	November 2016	Donna Dennis, PMII
D. Train all staff in coaching and techniques to strengthen information gathering capacity and engagement with caregivers	February 2016	December 2016	Danielle Padilla, Unit Supervisor
E. Conduct focus groups with foster parents and caregivers on quality of interaction with agency	March 2016	June 2020 ~~June 2019~~	Danielle Padilla, Unit Supervisor
F. WG will regularly review outcome data for measure 3-P5 ~~C 4.1, C4.2, and C4.3~~	January 2016	June 2020 ~~June 2019~~	Donna Dennis, PMII

Strategy 3: Improve social worker documentation of reasons for placement change	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability ~~C 4.1 Placement stability (8days-12 months in care)~~ ~~C 4.2 Placement stability (12-24 months in care)~~ ~~C 4.3 Placement Stability (at least 24 months in care)~~	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Convene workgroup (WG) to review current policy and procedure regarding documentation of placement change	August 2015	Completed ~~January 2016~~	Donna Dennis, PMII
B. WG reviews case files to classify and rate documentation	November 2015	Completed ~~June 2016~~	Danielle Padilla, Unit Supervisor
C. WG gathers examples of policy, procedure and documentation from other northern CA counties	February 2016	December 2016	Donna Dennis, PMII
D. Train supervisors to use coaching tools to work with SW to improve their critical thinking	February 2016	June 2020 ~~June 2019~~	Danielle Padilla, Unit Supervisor
E. WG recommends to management changes in policy, procedure, documentation	January 2016	June 2020 ~~June 2019~~	Donna Dennis, PMII
F. Consistent use of documentation will be reviewed by management and policy and procedure revised as needed	January 2016	June 2020 ~~June 2019~~	Agency Management

Strategy 4: Improve supportive services for foster parents/caregivers including crisis intervention services	☒ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P5 Placement Stability ~~C 4.1 Placement stability (8days-12 months in care)~~ ~~C 4.2 Placement stability (12-24 months in care)~~ ~~C 4.3 Placement Stability (at least 24 months in care)~~	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Convene workgroup (WG) with caregivers and youth to do a needs assessment of services to caregivers to support placement	December 2015	June 2017 ~~April 2016~~	Donna Dennis, PMII
B. WG will identify policy and procedure changes and training needs to address service gaps	July 2016	December 2017 ~~December 2016~~	Danielle Padilla, Unit Supervisor
C. WG will reconvene evaluate implementation of supportive services	December 2016	June 2020 ~~June 2019~~	Danielle Padilla, Unit Supervisor
D. WG will regularly review outcome data for measure 3-P5 ~~C 4.1, C4.2, and C4.3~~	December 2015	June 2020 ~~June 2019~~	Agency management

Strategy 5: Strengthen Probation Department capacity to work with youth transitioning into adulthood and those continuing under Juvenile Court supervision as non-minor dependents	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): State Measure 8A Completed HS equivalency, obtained employment, have housing arrangements, ~~received ILP services,~~ and permanency connection with an adult	
Action Steps	**Implementation Date**	**Completion Date**	**Person Responsible**
A. Convene workgroup (WG) including older youth, group homes, and NMDs to assess needs of transitioning youth	July 2015	November 2016 ~~January 2016~~	Jamie Sachs, Supervising Probation Officer
B. Review current policy and procedure to insure consistency with goals of AB 12 and successful transition into adulthood	October 2015	Completed ~~January 2016~~	Jamie Sachs, Supervising Probation Officer
C. WG identifies local resources for these youth and ways to collaborate to expand resources	January 2016	November 2016	Jamie Sachs, Supervising Probation Officer
D. Train probation officers in working with transitioning youth, including case planning and court review	February 2016	December 2016	Jamie Sachs, Supervising Probation Officer
E. Reconvene WG to review outcome data at least quarterly and develop internal measures of progress in working with these youth	July 2016	June 2020 ~~June 2019~~	Jamie Sachs, Supervising Probation Officer
F. WG makes recommendations to Probation management on improving outcomes for transitioning youth and internal measures	January 2016	June 2020 ~~June 2019~~	Jamie Sachs, Supervising Probation Officer