

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	NAPA
SIP Period Dates	JUNE 4, 2013 – JUNE 3, 2018
Outcome Data Period	APRIL 2016 DATA EXTRA, QUARTER 4 2015, RETRIEVED 3/31/16

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BOS Approval Date	N/A
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California - Child and Family Services Review

Annual SIP Progress Report

JUNE 2015 – JUNE 2016



A Tradition of Stewardship
A Commitment to Service



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Introduction

BACKGROUND – CHILD AND FAMILY SERVICES REVIEW

IN 1994, AMENDMENTS TO THE SOCIAL SECURITY ACT (SSA) AUTHORIZED THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) TO REVIEW STATE CHILD AND FAMILY SERVICE PROGRAMS' CONFORMITY WITH THE REQUIREMENTS IN TITLES IV-B AND IV-E OF THE SSA. IN RESPONSE, THE FEDERAL CHILDREN'S BUREAU INITIATED THE CHILD AND FAMILY SERVICES REVIEWS (CFSR) NATIONWIDE IN 2000. IT MARKED THE FIRST TIME THE FEDERAL GOVERNMENT EVALUATED STATE CHILD WELFARE SERVICE PROGRAMS USING PERFORMANCE-BASED OUTCOME MEASURES IN CONTRAST TO SOLELY ASSESSING INDICATORS OF PROCESSES ASSOCIATED WITH THE PROVISION OF CHILD WELFARE SERVICES. CALIFORNIA WAS FIRST REVIEWED BY THE FEDERAL HEALTH AND HUMAN SERVICES AGENCY IN 2002 AND BEGAN ITS FIRST ROUND OF THE CFSRS IN THE SAME YEAR. ULTIMATELY, THE GOAL OF THESE REVIEWS IS TO HELP STATES ACHIEVE CONSISTENT IMPROVEMENT IN CHILD WELFARE SERVICE DELIVERY AND OUTCOMES ESSENTIAL TO THE SAFETY, PERMANENCY, AND WELL-BEING OF CHILDREN AND THEIR FAMILIES.

CALIFORNIA CHILD AND FAMILY SERVICES REVIEW (C-CFSR)

THE CALIFORNIA CHILD AND FAMILY SERVICES REVIEW (C-CFSR), AN OUTCOMES-BASED REVIEW MANDATED BY THE CHILD WELFARE SYSTEM IMPROVEMENT AND ACCOUNTABILITY ACT (ASSEMBLY BILL 636), WAS PASSED BY THE STATE LEGISLATURE IN 2001. THE GOAL OF THE C-CFSR IS TO ESTABLISH AND SUBSEQUENTLY STRENGTHEN A SYSTEM OF ACCOUNTABILITY FOR CHILD AND FAMILY OUTCOMES RESULTING FROM THE ARRAY OF SERVICES OFFERED BY CALIFORNIA'S CHILD WELFARE SERVICES (CWS). AS A STATE-COUNTY PARTNERSHIP, THIS ACCOUNTABILITY SYSTEM IS AN ENHANCED VERSION OF THE FEDERAL OVERSIGHT SYSTEM MANDATED BY CONGRESS TO MONITOR STATES' PERFORMANCE, AND IS COMPRISED OF MULTIPLE ELEMENTS.

QUARTERLY OUTCOME AND ACCOUNTABILITY DATA REPORTS

THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS) ISSUES QUARTERLY DATA REPORTS WHICH INCLUDE KEY SAFETY, PERMANENCY AND WELL-BEING OUTCOMES FOR EACH COUNTY. THESE QUARTERLY REPORTS PROVIDE SUMMARY-LEVEL FEDERAL AND STATE PROGRAM MEASURES THAT SERVE AS THE BASIS FOR THE C-CFSR AND ARE USED TO TRACK PERFORMANCE OVER TIME. DATA ARE USED TO INFORM AND GUIDE BOTH THE ASSESSMENT AND PLANNING PROCESSES, AND ARE USED TO ANALYZE POLICIES AND PROCEDURES. THIS LEVEL OF EVALUATION ALLOWS FOR A SYSTEMATIC ASSESSMENT OF PROGRAM STRENGTHS AND LIMITATIONS IN ORDER TO IMPROVE SERVICE DELIVERY. LINKING PROGRAM PROCESSES OR PERFORMANCE WITH FEDERAL AND STATE OUTCOMES HELPS STAFF TO EVALUATE THEIR PROGRESS AND MODIFY THE PROGRAM OR PRACTICE AS APPROPRIATE. INFORMATION OBTAINED CAN BE USED BY PROGRAM MANAGERS TO MAKE DECISIONS ABOUT FUTURE PROGRAM GOALS, STRATEGIES, AND OPTIONS. IN ADDITION, THIS REPORTING CYCLE IS CONSISTENT WITH THE NOTION THAT DATA ANALYSIS OF THIS TYPE IS BEST VIEWED AS A CONTINUOUS PROCESS, AS OPPOSED TO A ONE-TIME ACTIVITY FOR THE PURPOSE OF QUALITY IMPROVEMENT.

COUNTY SELF-ASSESSMENT AND PEER REVIEW

THE COUNTY SELF-ASSESSMENT (CSA) IS A COMPREHENSIVE REVIEW OF EACH COUNTY'S CHILD WELFARE SERVICES (CWS) AND AFFORDS AN OPPORTUNITY FOR THE QUANTITATIVE ANALYSIS OF CHILD WELFARE DATA. EMBEDDED IN THIS PROCESS IS THE PEER REVIEW (PR), FORMERLY KNOWN AS THE PEER QUALITY CASE REVIEW (PQCR). THE DESIGN OF THE PR IS INTENDED TO PROVIDE COUNTIES WITH ISSUE-SPECIFIC, QUALITATIVE INFORMATION GATHERED BY OUTSIDE PEER EXPERTS.

INFORMATION GARNERED THROUGH INTENSIVE CASE WORKER INTERVIEWS AND FOCUS GROUPS HELPS TO ILLUMINATE AREAS OF PROGRAM STRENGTH, AS WELL AS THOSE IN WHICH IMPROVEMENT IS NEEDED.

IN SEPTEMBER 2012, NAPA COUNTY COMPLETED ITS PEER REVIEW. THOUGH NAPA COUNTY CHILD WELFARE SERVICES RETAINS OVERALL ACCOUNTABILITY FOR CONDUCTING AND COMPLETING THIS ASSESSMENT, THE PROCESS ALSO INCORPORATES INPUT FROM VARIOUS CHILD WELFARE CONSTITUENTS AND REVIEWS THE FULL SCOPE OF CHILD WELFARE AND JUVENILE PROBATION SERVICES PROVIDED WITHIN THE COUNTY. THE CSA IS DEVELOPED EVERY FIVE YEARS BY THE LEAD AGENCIES IN COORDINATION WITH THEIR LOCAL COMMUNITY AND PREVENTION PARTNERS, WHOSE FUNDAMENTAL RESPONSIBILITIES ALIGN WITH CWS' VIEW OF A CONTINUAL SYSTEM OF IMPROVEMENT AND ACCOUNTABILITY. THE CSA INCLUDES A MULTIDISCIPLINARY NEEDS ASSESSMENT TO BE CONDUCTED ONCE EVERY FIVE YEARS, AND REQUIRES BOARD OF SUPERVISOR (BOS) APPROVAL. LARGELY, INFORMATION GATHERED FROM BOTH THE CSA AND THE PR SERVES AS THE FOUNDATION FOR THE COUNTY SYSTEM IMPROVEMENT PLAN.

SYSTEM IMPROVEMENT PLAN

INCORPORATING DATA COLLECTED THROUGH THE PR AND THE CSA, THE FINAL COMPONENT OF THE C-CSFR IS THE SYSTEM IMPROVEMENT PLAN (SIP). THE SIP SERVES AS THE OPERATIONAL AGREEMENT BETWEEN THE COUNTY AND STATE, TO OUTLINE HOW THE COUNTY WILL IMPROVE ITS SYSTEMS TO PROVIDE BETTER OUTCOMES FOR CHILDREN, YOUTH AND FAMILIES. QUARTERLY COUNTY DATA REPORTS, QUARTERLY MONITORING BY CDSS, AND ANNUAL SIP PROGRESS REPORTS ARE THE MECHANISM FOR TRACKING A COUNTY'S PROGRESS. THE SIP IS DEVELOPED EVERY FIVE YEARS BY THE LEAD AGENCIES IN COLLABORATION WITH THEIR LOCAL COMMUNITY AND PREVENTION PARTNERS. THE SIP INCLUDES SPECIFIC ACTION STEPS, TIMEFRAMES, AND IMPROVEMENT TARGETS AND IS APPROVED BY THE BOS AND CDSS. THE PLAN IS A COMMITMENT TO SPECIFIC MEASURABLE IMPROVEMENTS IN PERFORMANCE OUTCOMES THAT THE COUNTY WILL ACHIEVE WITHIN A DEFINED TIMEFRAME INCLUDING PREVENTION STRATEGIES. COUNTIES, IN PARTNERSHIP WITH THE STATE, UTILIZE QUARTERLY DATA REPORTS TO TRACK PROGRESS. THE PROCESS IS A CONTINUOUS CYCLE AND THE COUNTY SYSTEMATICALLY ATTEMPTS TO IMPROVE OUTCOMES. THE SIP IS UPDATED YEARLY AND THUS, BECOMES ONE MECHANISM THROUGH WHICH COUNTIES REPORT ON PROGRESS TOWARD MEETING AGREED UPON IMPROVEMENT GOALS. THIS REPORT IS OUR THIRD ANNUAL REPORT ON OUR PROGRESS.

PRACTICE CHANGES

NAPA COUNTY CHILD WELFARE SERVICES HAS ADOPTED COMPONENTS FROM THE NATIONALLY RECOGNIZED APPROACH "CHILD SAFETY FRAMEWORK" THAT IS UTILIZED ACROSS THE COUNTRY AND BY THE NATIONAL RESOURCE CENTER FOR CHILD PROTECTIVE SERVICES (NRCCPS) [HTTP://NRCCPS.ORG/](http://nrccps.org/); AND THE NATIONAL ASSOCIATION OF PUBLIC CHILD WELFARE ADMINISTRATORS (NAPCWA): [HTTP://WWW.APHSA.ORG/CONTENT/NAPCWA/EN/AFAMEFORASAFETYINCHILDWELFARE.HTML](http://www.aphsa.org/content/napcwa/en/afameforasafetyinchildwelfare.html).

THE PURPOSE FOR ADOPTING SELECTED ELEMENTS OF THE APPROACH IS TO PROVIDE IMPROVED GUIDANCE AND STANDARDS RELATED TO INFORMATION COLLECTION SUFFICIENCY, CRITERIA DRIVEN DECISION MAKING AND INCREASING THE PRECISION AND ACCURACY OF DECISION MAKING IN ALL PROGRAMS. THE APPROACH PROVIDES A STRUCTURE FOR STANDARDIZING AND IMPROVING INFORMATION COLLECTION PERTAINING TO PARENTING PRACTICES, PARENTING DISCIPLINE, AND CHILD AND ADULT FUNCTIONING IN ORDER TO IMPROVE THE QUALITY OF RISK ASSESSMENT AND SAFETY DECISION MAKING. THE FRAMEWORK WILL ALSO BE USED TO IMPROVE AND STANDARDIZE SAFETY PLANNING; PROVIDING GUIDANCE AROUND WHEN IN-HOME SAFETY PLANNING CAN OCCUR, HOW TO SUPPORT AND JUSTIFY SAFETY PLANNING, AS WELL AS JUSTIFYING SUITABILITY OF SAFETY SERVICE PROVIDERS.

THE FRAMEWORK SHARES SOME OF THE QUALITIES (FAMILY CENTERED, STRENGTH BASED) ELEMENTS OF SAFETY ORGANIZED PRACTICE BUT IS MORE CRITERIA DRIVEN AND MORE PRECISE - AND IS USED TOGETHER WITH SDM RISK ASSESSMENT. CLINICAL TOOLS THAT WERE DEVELOPED IN CONJUNCTION WITH SAFETY ORGANIZED PRACTICE WILL CONTINUE TO BE USED AS NEEDED.

SIP Progress Narrative

A. STAKEHOLDERS PARTICIPATION

IN APRIL 2016, CWS ORGANIZED AN OPEN SPACE TECHNOLOGY SESSION BETWEEN CHILD WELFARE SERVICES AND CHILDREN'S MENTAL HEALTH TO DEVELOP A PLAN TO IMPROVE COLLABORATION BETWEEN THE TWO DIVISIONS. THE GOAL WAS TO OBTAIN JOINT INPUT IN ORDER TO PROVIDE A MORE STREAMLINED AND STRUCTURED WAY TO DELIVER SERVICES TO CHILDREN AND FAMILIES. DURING THIS PROCESS, CHILD WELFARE STAFF AND MENTAL HEALTH STAFF WERE ABLE TO HAVE AN OPEN CONVERSATION REGARDING THE BARRIERS TO COLLABORATION AND IDENTIFY WAYS IN WHICH TO IMPROVE OUR WORKING RELATIONSHIPS. THIS WAS AN UNSTRUCTURED FOUR HOUR GATHERING WITH BREAK OUT GROUPS TO DISCUSS INDIVIDUAL TOPICS INCLUDING KATIE A. THIS WILL BE THE FIRST OF SEVERAL GATHERINGS WITH OUR INTERNAL STAKEHOLDERS TO IMPROVE THESE SERVICES. UNFORTUNATELY WE HAVE YET TO SYNTHESIZE THE VOLUMES OF INFORMATION AND IDEAS INTO A CLEAR STRATEGIC MAP.

ALSO, IN APRIL 2016, CWS HOSTED THE FIRST OF THREE QUALITY PARENTING INITIATIVE (QPI) FOCUS GROUPS WITH COMMUNITY PARTNERS, YOUTH, RESOURCE PARENTS (FOSTER AND KIN PARENTS) AND AGENCY STAFF. THIS PROCESS IS DESIGNED TO DEVELOP NEW STRATEGIES AND PRACTICES TO ENSURE THAT CHILDREN IN FOSTER CARE HAVE EFFECTIVE, SAFE AND LOVING PARENTING REGARDLESS OF WHO IS CARING FOR THEM. QPI IS AN ONGOING EFFORT THAT IS INTENDED TO INTERCONNECT WITH RESOURCE FAMILY APPROVAL IMPLEMENTATION. QPI WILL HOLD INDIVIDUALIZED FOCUS GROUPS OVER THE NEXT 8 MONTHS WITH YOUTH, CAREGIVERS AND SERVICE PROVIDERS AS WELL ASSIST IN DEVELOPING LONG TERMS GOALS TO REBRAND FOSTER CARE AS NAPA COUNTY PREPARES FOR RFA IMPLEMENTATION.

B. CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE SERVICES

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY

CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:

[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)

2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2016 DATA EXTRACT, QUARTER 4 2015, RETRIEVED 3/31/16, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:
[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)

P1: PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

BASELINE PERFORMANCE – OF ALL CHILDREN WHO ENTERED FOSTER CARE FROM JULY 1ST 2010 THROUGH JUNE 30TH 2011, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 35.7% OR 25 OUT OF 70, EXITED TO PERMANENCY IN LESS THAN 12 MONTHS FROM THE DATE OF ENTRY.

CURRENT PERFORMANCE - OF ALL CHILDREN WHO ENTERED FOSTER CARE FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 38.7% OR 29 OUT OF 75, EXITED TO PERMANENCY IN LESS THAN 12 MONTHS FROM THE DATE OF ENTRY. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 40.5% OR A DIFFERENCE OF 2 MORE CASES REACHING PERMANENCY WITHIN 12 MONTHS. THIS IS AN INCREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND CLOSER TO THE NATIONAL STANDARD.

ANALYSIS – THIS IS THE SECOND COUNTY SIP WITH THIS MEASURE AS AN AREA OF FOCUS. FIRST, IT HAS BEEN OUR EXPERIENCE THAT, AS A COUNTY SERVING RELATIVELY SMALL NUMBERS OF FAMILIES, OUR PERFORMANCE IN CERTAIN MEASURES SUCH AS THIS ONE, TENDS TO BE VOLATILE AND CAN SHOW SIGNIFICANT FLUCTUATIONS WHEN JUST A FEW FAMILIES FALL BELOW THE STANDARD.

IN ANALYZING OUR CURRENT PERFORMANCE, WE HAVE SEEN A DRAMATIC UPTICK IN PERFORMANCE FROM 2013 TO OUR MOST RECENT REPORTING YEAR, 2014. STATISTICALLY THE NUMBER OF CHILDREN ENTERING HAS BEEN INCREASING TO A PEAK IN 2014 AS REFLECTED BY OUR ENTRY RATES IN PARTICIPATION RATE 3 AS WELL AS OUR SUBSTANTIATION RATES IN PARTICIPATION RATE 2. THIS ALL CORRELATES TO A VERY STEADY CLIMB IN THE NUMBER OF REFERRALS FROM 2008 UNTIL 2015 FOR NAPA COUNTY. 2014 ALSO MARKED A RECORD HIGH IN CARE RATE IN PR4. THERE IS A CORRELATION BETWEEN INCREASED ENTRIES AND MORE CHILDREN IN CARE WITH A LONGER MEDIAN TIME TO PERMANENCY. THEY INCREASE OR DECREASE IN DIRECT RELATION TO EACH OTHER. WITH MORE YOUTH IN CARE, THE NUMBER OF CASES PER WORKER RISES. THIS MEANS THERE IS AN INCREASE IN WORKLOAD. WITH INCREASED WORKLOAD, STATISTICALLY SPEAKING COMES MORE OPPORTUNITY FOR DELAYS.

ALTHOUGH WE SEE A SLIGHT INCREASE IN THE MEDIAN TIME TO REUNIFICATION IT IS IMPORTANT TO NOTE THAT OUR AVERAGE IS JUST OVER 12 MONTHS. IF YOU BREAK DOWN THOSE CASES THAT DID REUNIFY AND THOSE THAT DID NOT YOU SEE A VERY DRAMATIC DIFFERENCE IN THE TIME FRAMES FOR EACH TO REACH PERMANENCY. FOR THOSE CASES THAT REACH PERMANENCY WITHIN 12 MONTHS THE AVERAGE LENGTH OF TIME IS AROUND 7 MONTHS IN CARE. FOR THOSE CASES THAT DO NOT REACH PERMANENCY THE AVERAGE LENGTH OF TIME IN CARE IS AROUND 19 MONTHS. HOWEVER, MANY OF THOSE ARE MORE THAN 19 AND ARE CURRENTLY STILL OPEN. IT IS ABSOLUTELY OUR PRIORITY TO ACHIEVE PERMANENCY AS QUICKLY AS POSSIBLE WITH THE UNDERSTANDING THAT TO DO SO WITHIN 12 MONTHS ISN'T ALWAYS THE BEST DECISION FOR THE CHILD OR THE PARENTS INVOLVED. WE WANT TIMELY PERMANENCE AS WELL AS SUCCESSFUL PERMANENCE WITH NO RE-ENTRY.

WE HAVE DECIDED TO DISCONTINUE PURSUING SAFETY ORGANIZED PRACTICE AND HAVE BEGUN TO SHIFT OUR FOCUS TOWARDS TARGETED PRACTICE CHANGES INCLUDING CHILD SAFETY FRAMEWORK, IMPLEMENTATION OF STRUCTURED DECISION MAKING(SDM) RISK ASSESSMENT TOOL, AND A MUCH MORE COMPREHENSIVE INTAKE PROTOCOL. IT IS OUR HOPE THAT THESE CHANGES WILL IMPROVE OUR DECISION MAKING AROUND REMOVAL AND MORE CLOSELY LINK SERVICES TO THE ORIGINAL REASON FOR REMOVAL. THIS CLOSER LINK WILL HELP PARENTS SEE THEIR WAY THROUGH THE PROCESS TOWARDS MORE TIMELY AND LASTING REUNIFICATION.

P4: RE-ENTRY INTO FOSTER CARE IN 12 MONTHS

BASELINE PERFORMANCE - OF ALL CHILDREN WHO ENTER CARE FROM JULY 1ST 2009 THROUGH JUNE 30TH 2010, AND DISCHARGED WITHIN 12 MONTHS TO PERMANENCE, 0.0%, OR 0 OUT OF 28, RE-ENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO PERMANENCE.

CURRENT PERFORMANCE - OF ALL CHILDREN WHO ENTER CARE FROM JANUARY 1ST 2013 THROUGH DECEMBER 31ST 2013, AND DISCHARGED WITHIN 12 MONTHS TO PERMANENCE, 20.0%, OR 2 OUT OF 10, RE-ENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO PERMANENCE. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 8.3% RE-ENTRY. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 4.0%.

ANALYSIS —IN 2009, OUR RE-ENTRY RATE WAS 0%. WE HAVE SINCE THEN SEEN OUR NUMBERS REMAIN ABOVE THE STANDARD FOR THREE CONSECUTIVE YEARS. IT IS IMPORTANT TO NOTE, HOWEVER, THAT THIS MEASURE IS A ROLLING 12 MONTH TIME PERIOD. THIS MEANS THAT RE-ENTRY CASES SHOW UP FOR 4 CONSECUTIVE PULLS OF DATA BEFORE LEAVING THIS LIST.

IN REVIEW OF OUR RE-ENTRY CASES, THERE ARE THREE ASPECTS TO THESE CASES THAT SURFACE. THE FIRST IS THAT THERE IS A RELATIVELY HIGH PERCENTAGE OF SIBLING SETS (3 SIBLING SETS OUT OF 9 TOTAL FAMILIES IMPACTED – 33.3%). THE SECOND IS THAT ALL OF THESE CASES WERE ONES THAT INCLUDED MENTAL ILLNESS AND HIGH LEVELS OF CASE MANAGEMENT. THESE ARE CASES THAT WE HAVE HAD HISTORY WITH FOR YEARS. THE THIRD, WHICH IS A TREND THAT HAS CONTINUED FOR THE LAST TWO YEARS, IS THAT EACH RE-ENTRY WAS FROM AN OPEN FAMILY MAINTENANCE CASE, I.E., SERVICES HAD NEVER BEEN DISCONTINUED.

THIS IS A MEASURE THAT WE HAVE BEEN FOCUSED ON FOR A NUMBER OF YEARS. WITH THE CHANGE IN LEADERSHIP MIDWAY THROUGH THIS CYCLE WE HAVE DECIDED TO REVAMP OUR STRUCTURE CASE REVIEW FOR ALL RE-ENTRY CASES. OUR CURRENT PLAN IS TO CONTINUE TO REVIEW THESE ON A FLOW BASIS BUT WITH THE LARGER CHILDREN’S LEADERSHIP TEAM INSTEAD OF INDIVIDUAL SUPERVISORS TO PROMOTE A LEARNING ENVIRONMENT. IN ADDITION, WE ARE CURRENTLY WORKING TOWARDS PROCURING A LICENSE FOR QUALTREX TO GATHER BETTER QUALITATIVE AND QUANTITATIVE DATA.

P2: PERMANENCY IN 12 MONTHS (12-23 MONTHS IN CARE)

BASELINE PERFORMANCE - OF ALL CHILDREN IN CARE ON THE FIRST DAY OF JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN CARE BETWEEN 12 AND 23 MONTHS, 69.2%, OR 18 OUT OF 26, WERE DISCHARGED TO PERMANENCY WITHIN 12 MONTHS.

CURRENT PERFORMANCE - OF ALL CHILDREN IN CARE ON THE FIRST DAY OF JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, WHO HAD BEEN IN CARE BETWEEN 12 AND 23 MONTHS, 55.0%, OR 22 OUT OF 40, WERE DISCHARGED TO PERMANENCY WITHIN 12 MONTHS. THIS IS ABOVE THE NATIONAL STANDARD OF MORE THAN 43.6%. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE

ANALYSIS – ORIGINALLY WE HAD THIS MEASURE PLACED ON OUR SIP TO CLOSELY TRACK OUR RECENTLY ACQUIRED ADOPTIONS PROGRAM. THIS MEASURE GATHERS THAT DATA AS WELL AS PERMANENCY FOR CASES OPEN LONGER THAN 12 MONTHS. HISTORICALLY WE HAVE DONE VERY WELL IN BOTH OF THESE CASES AND IT IS REFLECTED IN OUR SUCCESS IN P2. HOWEVER, THIS TENDS TO BE A SMALLER SUBSET OF P1 AND THUS IS MORE VOLATILE STILL. BECAUSE OF THIS IT IS HARD TO GATHER A TREND LINE. OVER THE LAST 10 YEARS WE HAVE FLIPPED BACK AND FORTH FROM ABOVE AND BELOW THE STANDARD CYCLICALLY. THAT BEING SAID, WE HAVE HAD GREAT SUCCESS WITH OUR ADOPTIONS PROGRAM, BUT IT WAS NOT WITHOUT SOME GROWING PAINS. THERE ARE TWO SIGNIFICANT CONTRIBUTING FACTORS TO OUR PERFORMANCE IN THIS MEASURE SINCE NAPA COUNTY ASSUMED RESPONSIBILITY FOR THE ADOPTION PROGRAM IN JULY 2012.

THE FIRST WAS REPORTED LAST YEAR AND IS A SHIFT IN PHILOSOPHY REGARDING THE ADOPTABILITY OF CHILDREN. WE DECIDED TO MAKE A THOROUGH REVIEW OF CHILDREN AND YOUTH IN LONG TERM FOSTER CARE AND ATTEMPT TO ACHIEVE PERMANENCY FOR THEM AS A PRIORITY. A NUMBER OF CHILDREN PREVIOUSLY DEEMED “UNADOPTABLE” HAVE NOW BEEN MOVED INTO THE ADOPTION TRACK AND SEVERAL ADOPTIONS OF THESE CHILDREN HAVE BEEN FINALIZED. THIS DECISION TO TACKLE LONG TERM FOSTER CARE ACCOUNTS FOR THE SLIGHT DIP IN PERFORMANCE OVER THE FIRST 18 MONTHS OF OUR PROGRAM AS THIS POPULATION MOVES TO GREATER

LENGTHS OF TIME IN CARE. JUST AS WE PREDICTED IN LAST YEAR'S SIP UPDATE, WE CONTINUED TO PERFORM UNDER THE NATIONAL STANDARD FOR A TIME. WE ARE JUST NOW BEGINNING TO SEE THE FRUITS OF OUR LABOR.

THE SECOND SIGNIFICANT CONTRIBUTING FACTOR IS WHAT WE CALL GROWING PAINS IN OUR PROGRAM. WE SAW AN UNPRECEDENTED INCREASE IN OUR ADOPTION WORKER CASELOADS IN THE FIRST SIX MONTHS OF OUR PROGRAM FROM JULY 2013 TO JANUARY 2014. WE STARTED WITH ONLY TWO WORKERS AND VERY QUICKLY REALIZED THE CASELOAD WAS UNREALISTIC FOR THEM TO CARRY. WE ADDED A THIRD PRIOR TO JULY 2014 AND THEN A FOURTH SIX MONTHS LATER. AFTER BALANCING THE CASELOAD APPROPRIATELY AND MOVING A LARGE PORTION OF OUR LONG TERM FOSTER CARE YOUTH TO ADOPTION WE HAVE SUCCESSFULLY IMPROVED THIS MEASURE! OUR HOPE IS THAT AS THIS PROGRAM CONTINUES TO DEVELOP IN STRUCTURE AND RESOURCES AND AS WE IMPROVE OUR PRACTICE FOR IMPROVED PERMANENCE, WE WILL FINALLY SEE SOME STABILITY IN THIS MEASURE.

P5: PLACEMENT STABILITY

BASELINE PERFORMANCE – OF ALL CHILDREN WHO ENTER CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE IS 6.12 PLACEMENTS, OR 53 PLACEMENT CHANGES IN A TOTAL OF 8,660 DAYS.

CURRENT PERFORMANCE - OF ALL CHILDREN WHO ENTER CARE FROM JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE IS 3.29 PLACEMENTS, OR 30 PLACEMENT CHANGES IN A TOTAL OF 9,118 DAYS. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 4.12. THIS IS AN INCREASED PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS – THIS HAS BEEN A MEASURE THAT WE HAVE PRIORITIZED FOR TWO SIP CYCLES NOW. NAPA COUNTY'S TREND HAS CONSISTENTLY IMPROVED SINCE 2011. WE HAVE INSTITUTED SEVERAL TYPES OF ADMINISTRATIVE REVIEWS (PERMANENCY REVIEWS OF ALL CHILDREN WHO HAVE BEEN IN CARE LONGER THAN 24 MONTHS; GROUP HOME PLACEMENT REVIEWS; ADMINISTRATIVE REVIEWS PRIOR TO A RECOMMENDATION OF LONG TERM FOSTER CARE). WE ARE HOPEFUL THAT OUR CONTINUED FOCUS ON PERMANENCY WILL LEAD TO POSITIVE EXITS FROM CARE FOR THIS POPULATION. WITH THE ADDITION OF RESOURCE FAMILY ASSESSMENTS IN JANUARY OF 2017, IT IS OUR HOPE THAT WE WILL BE EVEN MORE SUCCESSFUL THAN WE CURRENTLY ARE. WE HAVE SEEN A TOTAL IMPROVEMENT OF PLACEMENT STABILITY FROM A PEAK IN 2012 AT 6.64 PLACEMENTS TO OUR CURRENT LOW OF 3.29.

STATISTICALLY SPEAKING, THIS NEW MEASURE HAS SOME VERY INTERESTING QUALITIES. IF YOU LOOK AT THE TREND OF THE NUMERATOR OF THIS MEASURE OVER THE LAST 5 YEARS, THE ACTUAL NUMBER OF PLACEMENT CHANGES OVER THE 12 MONTH PERIODS HAS ONLY VARIED BY 10 AT THE MOST. WE HAVE BEEN MOST SUCCESSFUL IN THIS MEASURE WHEN WE HAVE MORE KIDS IN CARE FOR LONGER PERIODS OF TIME THUS INCREASING THE DENOMINATOR OR THE TOTAL NUMBER OF ELIGIBLE PLACEMENT DAYS. THIS SEEMS SOMEWHAT COUNTER INTUITIVE TO THE MISSION OF THE MEASURE. THAT BEING SAID, WE HAVE SEEN AN INCREASE IN PLACEMENT STABILITY IN THE LONG TERM AND WE BELIEVE IT IS DUE TO OUR FOCUS ON

PREVENTION EARLY ON IN THE LIFE OF THE EPISODES. WE ARE MAKING A CONCERTED EFFORT TO PLACE WITH RELATIVES OR NON-RELATED EXTENDED FAMILY MEMBERS (NREFM) WHEN POSSIBLE AND APPROPRIATE. THIS IS NOT ALWAYS ABLE TO OCCUR FOR THE CHILD'S INITIAL PLACEMENT AS A THOROUGH ASSESSMENT OF ANY INTERESTED RELATIVE/NREFM IS DONE IN JOINT EFFORT BY THE PRIMARY SOCIAL WORKER AND THE CONCURRENT PLANNING WORKER TO ENSURE THAT THE INTERESTED RELATIVE OR NREFM IS NOT ONLY APPROPRIATE FOR PLACEMENT, BUT CAN ALSO SERVE AS A VIABLE CONCURRENT PLACEMENT.

PROBATION

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2016 DATA EXTRACT, QUARTER 4 2015, RETRIEVED 3/31/16, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>

P1: PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

BASELINE PERFORMANCE - ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF ALL YOUTH WHO ENTERED CARE FROM JULY 1, 2010 TO JUNE 30, 2011, 33.3% OR 6 OUT OF 18, EXITED TO PERMANENCY WITHIN 12 MONTHS OF ENTRY.

CURRENT PERFORMANCE - OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 33.3%, OR 5 OUT OF 15, WERE REUNIFIED IN LESS THAN 12 MONTHS. THIS IS BELOW THE NATIONAL STANDARD OF 40.5%. THIS IS A DECREASE IN OUR PERFORMANCE FROM THE PREVIOUS YEAR WHEN 60% OF OUR YOUTH WERE REUNIFIED IN LESS THAN 12 MONTHS OF ENTRY.

ANALYSIS—THIS IS THE FIRST YEAR WE HAVE SEEN A DECREASE IN OUR PERFORMANCE IN THIS AREA. PROBATION’S PERFORMANCE IN THIS AREA HAS CONSISTENTLY IMPROVED IN EVERY TIME PERIOD SINCE OCTOBER OF 2011. IN THE FIRST TWO YEARS OF THE SIP WE MADE SIGNIFICANT CHANGES IN OUR CASE SCREENING POLICY TO ALLOW US TO BETTER IDENTIFY SERVICES FOR YOUTH AND FAMILIES TO SUPPORT REUNIFICATION. WE HAVE INCREASED CONTACT WITH PARENTS TO ENCOURAGE MORE INVOLVEMENT AND SUPPORT FOR YOUTH IN PROGRAMS, AND WE INCREASED THE USE OF OUR EVENING REPORTING CENTER AND WRAP PROGRAM TO SUPPORT YOUTH AND FAMILIES BOTH PRE AND POST PLACEMENT. THESE CHANGES RESULTED IN FEWER YOUTH BEING REMOVED FROM THE COMMUNITY, BUT YOUTH WHO WERE REMOVED, WERE OUR MOST CHALLENGING YOUTH WHO TYPICALLY NEEDED MORE TIME IN TREATMENT PROGRAMS BEFORE RETURNING TO THE COMMUNITY. A DECREASE IN COURT REFERRALS TO OUR EVENING REPORTING CENTER AND WRAP PROGRAMS MAY ALSO HAVE IMPACTED THIS OUTCOME. WE FEEL BOTH THESE PROGRAMS GIVE YOUTH AND FAMILIES THE TOOLS AND SUPPORT TO REMAIN IN THE COMMUNITY OR, IF PLACED OUT OF THE HOME, TO BE MORE SUCCESSFUL IN TREATMENT, THUS RETURNING HOME IN A MORE TIMELY MANNER. WE ARE CURRENTLY DISCUSSING STRATEGIES TO INCREASE REFERRALS AND COURT ORDERS TO THESE PROGRAMS.

P5: PLACEMENT STABILITY

BASELINE PERFORMANCE — OF ALL CHILDREN WHO ENTERED CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE WAS 1.57 OR 2 PLACEMENT MOVES IN 1,995 DAYS.

CURRENT PERFORMANCE - OF ALL CHILDREN WHO ENTERED CARE FROM JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE WAS 2.25 OR 5 PLACEMENT MOVES IN 2,217 DAYS. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 4.12; HOWEVER, IT IS AN INCREASE IN PLACEMENT CHANGES FROM OUR BASELINE PERFORMANCE.

ANALYSIS — WE HAVE TAKEN SIGNIFICANT STEPS TO DECREASE THE NUMBER OF PLACEMENT CHANGES FOR OUR YOUTH IN CARE. THE RESTRUCTURING OF OUR SCREENING PROCESS HAS BEEN INSTRUMENTAL IN DRILLING DOWN AND IDENTIFYING SPECIFIC NEEDS OF YOUTH AND FAMILIES TO LOCATE THE MOST APPROPRIATE PROGRAM FOR EACH YOUTH. AS A RESULT OF OUR SCREENING PROCESS, IN 2015 THE NUMBER OF OUR YOUTH IN PLACEMENT WAS THE LOWEST IN 10 YEARS, AS ONLY OUR MOST CHALLENGING YOUTH WERE RECOMMENDED FOR OUT OF HOME CARE. DUE TO SIGNIFICANT MENTAL HEALTH ISSUES OR SERIOUS BEHAVIORAL PROBLEMS, SEVERAL OF THESE YOUTH REQUIRED AN ESCALATION OF THEIR PLACEMENT TO A HIGHER LEVEL OF CARE RESULTING IN A PLACEMENT CHANGE.

C. STATUS OF STRATEGIES

STRATEGY 1 – INCREASE COLLABORATION WITH THE LATINO COMMUNITY

ANALYSIS

OUR FOCUS ON COLLABORATION WITH THE LATINO COMMUNITY REMAINS ON RECRUITING, TRAINING AND RETENTION OF BILINGUAL/MONOLINGUAL FOSTER FAMILIES, BOTH LICENSED AND RELATIVE/NON-RELATED EXTENDED FAMILY MEMBERS (NREFM). OUR OUTREACH TO THE LATINO COMMUNITY HAS BEEN A SUSTAINED EFFORT. WE CONTINUALLY PROVIDE ORIENTATIONS IN SPANISH. ALL OUR RECRUITMENT MATERIALS, INCLUDING OUR RECRUITMENT FLYER IS AVAILABLE IN BOTH ENGLISH AND SPANISH. WE ALSO BEGAN TO OFFER OUR INDUCTION TRAINING (P.R.I.D.E.) IN SPANISH IN 2013 AS WELL. SINCE THEN WE HAVE AVERAGED 4 ENGLISH TRAINING COHORTS AND 2 SPANISH TRAINING COHORTS ANNUALLY. DESPITE OUR EFFORTS HOWEVER, WE HAVE SEEN LITTLE SUCCESS IN INCREASING REPRESENTATION IN OUR LICENSED FOSTER HOMES. CURRENTLY WE HAVE SLIGHTLY LESS THAN 10%. MOST OF OUR SUCCESSES HAVE BEEN IN ENGAGING LATINO FAMILIES TO BECOME RELATIVE/NREFM HOMES FOR THEIR FAMILY MEMBERS. IT IS IMPORTANT TO NOTE THAT OVER 40% OF OUR POINT IN TIME PLACEMENTS ARE WITH RELATIVE/NREFM'S.

OUR FAITH BASED INITIATIVE (FBI) HAS BEEN A CONTINUOUS PART OF OUR SUCCESS TOWARDS THIS GOAL. THIS EFFORT INVOLVES NOT ONLY ACTIVELY RECRUITING FOR FOSTER FAMILIES BUT ALSO RECRUITING FAMILIES/ORGANIZATIONS TO SUPPORT FOSTER FAMILIES, E.G., AGREEING TO PREPARING AND DELIVERING A MEAL TO A FOSTER FAMILY WHEN THEY HAVE RECEIVED A NEW PLACEMENT OR BECOMING LICENSED WITH THE PURPOSE OF PROVIDING RESPITE TO FOSTER FAMILIES. OUR FBI NOW INCLUDES MANY LOCAL CHURCHES WITH PRIMARILY LATINO CONGREGATIONS.

AS RESOURCE FAMILY ASSESSMENTS ROLL OUT JANUARY 1, 2017, IT IS OUR HOPE THAT ENGAGEMENT ACROSS ALL FRONTS WILL INCREASE EVEN FURTHER. THIS PROCESS WILL UNIFY ALL OF OUR FOSTER HOME ASSESSMENTS INTO A SINGLE PROCESS ALLOWING FOR A BETTER SUPPORT NETWORK FOR FOSTER FAMILIES. WITH BETTER TRAININGS, MORE SYSTEMATIC RECRUITMENT AND RETENTION, WE WILL INCREASE AND MAINTAIN MORE LATINO PLACEMENT OPTIONS FOR OUR COMMUNITY.

ONE SUCCESS THAT WE HAVE RECENTLY DEVELOPED IS A GRASS ROOT, SOCIAL WORKER LED LATINO FAMILY ENGAGEMENT COMMITTEE CALLED UNIDOS EN ACCION. THIS COMMITTEE HAS PROVEN TO BE CONTINUALLY ESSENTIAL TO HELP US ENGAGE WITH OUR LATINO COMMUNITY. THEY HAVE PROVIDED EXPERTISE IN CULTURALLY RELEVANT DECISIONS ABOUT OUR CURRENT BUILDING AS WELL AS THE BUILDING WE WILL BE MOVING INTO NEXT FISCAL YEAR.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP.

METHOD OF EVALUATION AND/OR MONITORING

NAPA COUNTY USES BUSINESS OBJECTS REPORTS DEVELOPED TO EXTRACT DEMOGRAPHIC INFORMATION SUCH AS CAPACITY, ETHNICITY, PRIMARY LANGUAGE ETC. WE UTILIZE THIS TO MONITOR RECRUITMENT OF NEW HOMES AS WELL AS RETENTION. ONCE A MONTH, WE REVIEW ALL PERFORMANCE OUTCOMES AND PROGRESS ON SIP ACTIVITIES DURING OUR CHILDREN'S LEADERSHIP TEAM MEETING TO ENSURE A CONTINUED FOCUS ON EACH STRATEGY.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

WITH THE ADDITION OF OUR NEW CHILD WELFARE DIRECTOR, WE HAVE REINVIGORATED OUR EFFORTS TO KINDLE A NETWORK OF RELATIONSHIPS WITH OUR UP-VALLEY REGION. FORGING THESE PARTNERSHIPS WITH FRC'S, LAW ENFORCEMENT, AS WELL AS THE UP-VALLEY OFFICE OF EDUCATION WILL BE CRUCIAL TO ENGAGEMENT AS A LARGE PORTION OF THEIR POPULATION IS LATINO. WE HAVE ALSO HAD SOME OF OUR SOCIAL WORKERS FORM A MULTI LINGUAL TASK FORCE. THIS EFFORT HAS HELPED TO KEEP OUR STRATEGIES CURRENT AND ACTIVE.

PROGRAM REDUCTION

N/A

STRATEGY 2 – INCREASE FAMILY ENGAGEMENT THROUGH MORE SYSTEMIC FAMILY MEETINGS WITH CONTINUED FOCUS ON SAFETY ORGANIZED PRACTICE CHILD SAFETY FRAMEWORK .

ANALYSIS

WE HAVE IDENTIFIED THE KEY DECISION POINTS WHICH WILL REQUIRE FAMILY MEETINGS AND ARE DEVELOPING A POLICY TO REFLECT THESE. UPON COMPLETION, THE POLICY WILL BE ROLLED OUT TO DIVISION STAFF WITH TRAINING. OUR PROGRESS TOWARD COMPLETING THESE STEPS HAS BEEN IMPACTED BY SIGNIFICANT STAFFING CHANGES IN THE DIVISION. HOWEVER, WE CONTINUE TO EFFECTIVELY UTILIZE FAMILY MEETINGS IN A VARIETY OF PROGRAM AREAS. WE HAVE BEGUN TO IMPLEMENT NEW PRACTICE CHANGES WITH A FOCUS ON CHILD SAFETY FRAMEWORK, IN-HOME SAFETY PLANNING, AND SUPPORTING FAMILIES TO DEVELOP SAFETY NETWORKS TO MAXIMIZE THE SUCCESS OF SAFETY PLANS ALL OF WHICH WILL BE WELL-SUPPORTED BY EFFECTIVE FAMILY MEETINGS. OUR BIGGEST SUCCESSES CONTINUE TO BE INCLUDING SAFETY PLANNING AT THE CORE OF THE DECISION MAKING PROCESS WITH FAMILIES AS THEY TRANSITION IN THEIR CASES. WE HAVE ALSO INCLUDED THE PRACTICE OF CREATING SAFETY NETWORKS WITH FAMILIES.

ACTION STEP STATUS

ACTION STEP 2A HAS BEEN INITIATED. WE HAVE ADJUSTED THE TIMEFRAMES FOR ACTION STEPS ON THIS STRATEGY WHICH ARE REFLECTED ON THE SIP CHART.

METHOD OF EVALUATION AND/OR MONITORING

WE HAVE YET TO IMPLEMENT THE POLICY AND PRACTICE. AS WE FINALIZE OUR PRACTICE MODEL AND PUBLISH OUR POLICY/PROCEDURE, WE WILL ENSURE A METHOD OF DATA COLLECTION TO MONITOR THE PROGRESS AND EVALUATE THE EFFICACY OF THE NEW PRACTICE.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 3 – IMPLEMENT A STRUCTURED SYSTEM OF CASE REVIEWS FOR ALL CASES INVOLVING REENTRY.**ANALYSIS**

RE-ENTRIES INTO FOSTER CARE CONTINUE TO BE ONE OF NAPA COUNTY'S TOP PRIORITIES. TO ADDRESS THIS, WE DESIGNED A TWO PRONGED REVIEW PROCESS. ONE LOOKS AT CURRENT REENTRIES WHERE WE REVIEW AND IDENTIFY ANYTHING THAT WE COULD HAVE IMPROVED. THE OTHER IS THAT WE CONDUCT ADMINISTRATIVE REVIEWS PRIOR TO REUNIFICATION TO FOCUS ON PREVENTING REENTRY LATER. OVER THE LAST YEAR WE HAVE REFINED OUR PROCESS DRASTICALLY.

ONE LESSON THAT WE HAVE LEARNED FROM OUR EARLY IMPLEMENTATION IS THAT A QUARTERLY REVIEW YIELDED TOO MANY OPTIONS, IN SOME INSTANCES, AND LEFT SOME RE-ENTRIES SITTING IN A QUEUE WITHOUT BEING REVIEWED FOR UP TO 3 MONTHS. BECAUSE OF THIS, WE HAVE CHANGED OUR REVIEW FREQUENCY FROM QUARTERLY TO REVIEWING ON A FLOW BASIS MONTHLY. ALSO WHEN PERFORMING THESE REVIEWS WE REALIZED THERE ARE MANY WAYS THAT WE CAN INTEGRATE OTHER SIP STRATEGIES. FOR EXAMPLE, WE REALIZED THAT WE HAVE STRENGTHENED THIS PROCESS BY EMPLOYING SAFETY ORGANIZE PRACTICE (SOP) APPROACHES AND LANGUAGE IN OUR DISCUSSION, THE SPECIFIC SOP BENCHMARKS THAT WE HAVE TRAINED TO, AS WELL AS THE LANGUAGE ON OUR REVIEW TOOL IN THE PAST. WITH OUR CURRENT PRACTICE CHANGES TO CHILD SAFETY FRAMEWORK, WE ARE GOING TO BE UPDATING OUR TOOL AND REVIEW PROCESS. WITH THE ADDITION OF SAFETY DECISION MAKING (SDM) AS OUR NEW RISK ASSESSMENT TOOL, WE WILL ALSO BE ADJUSTING OUR REVIEW QUESTIONS.

WE HAVE HAD SOME GREAT SUCCESSES THUS FAR IN THE IMPLEMENTATION PROCESS. THESE SUCCESSES RANGE FROM IMPROVED DOCUMENTATION TARGETED TRAINING FOR SOCIAL WORKERS, AS WELL AS IMPROVED SUPERVISION TECHNIQUES DURING ASSESSMENTS. HOWEVER, STEP 3C IS STILL AN ON-GOING PROCESS. WE HAVE BEEN CONDUCTING THESE RE-ENTRIES AT A RATE OF ABOUT ONE EVERY TWO MONTHS. BECAUSE OF THE INFREQUENCY OF DATA AND THE VERY SMALL SAMPLE SIZE OVER TIME, TRENDS ARE VERY HARD TO DISCOVER. HOWEVER, WE HAVE FOUND INDIVIDUAL ASPECTS OF SPECIFIC CASES THAT HAVE

HELPED US IN OUR IMPLEMENTATION OF SUPERVISION IN A COACHING STYLE. WE HAVE FOUND THESE REVIEWS TO BE INVALUABLE.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP. STEP 3C WILL BE AN ON-GOING PROCESS.

METHOD OF EVALUATION AND/OR MONITORING

THE CURRENT METHOD OF EVALUATION AND MONITORING OF THE PROGRESS OF THIS STRATEGY IS MOSTLY THROUGH DISCUSSION OF THEMES THAT ARE DISCOVERED DURING THE REVIEWS. THESE WILL BE CHRONICLED IN A SPREADSHEET ON A FLOW BASIS WITH IDENTIFIED CHALLENGES AND STRENGTHS. THE GOAL IS TO DICTATE POLICY CHANGES AS AN OUTCOME FOR THIS MEASURE AS WELL AS IMPROVED REENTRY NUMBERS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 4 – DEVELOP A DOMESTIC VIOLENCE COLLABORATIVE WITH PARTNERS IN THE COMMUNITY.

ANALYSIS

IN LATE 2013, NAPA COUNTY CHILD WELFARE OFFICIALLY JOINED THE CHILDREN EXPOSED TO DOMESTIC VIOLENCE (CEDV) PROGRAM, IN PARTNERSHIP WITH NAPA POLICE DEPARTMENT (NPD) AND NAPA EMERGENCY WOMEN’S SERVICES (NEWS). DELAYS AND COMPLICATIONS IN THE HIRING PROCESS CONTINUED TO PRESENT OBSTACLES IN MOVING FORWARD WITH CWS’S FULL IMPLEMENTATION OF THE GRANT UNTIL JUNE 2014. SINCE JUNE 2014, CWS HAS FULLY PARTICIPATED IN CEDV AND ALL PROGRAM OBJECTIVES ARE BEING MET. CWS STAFF CURRENTLY PARTICIPATE IN BI WEEKLY INTERAGENCY CASE CONFERENCES IN ORDER TO COLLABORATE AND ENHANCE OUR ASSESSMENT AND INTERVENTION FOR FAMILIES IMPACTED BY DOMESTIC VIOLENCE. CWS STAFF ALSO PARTICIPATE IN OUTREACH EFFORTS THROUGH PHONE CALLS AND HOME VISITS, AND PARTICIPATE IN CROSS TRAININGS WITH OUR CEDV PARTNERS. A SHARED DATABASE IS MAINTAINED IN ORDER TO TRACK CEDV ACTIVITIES. WE HAVE CULTIVATED A TRUSTING PARTNERSHIP THROUGH HAVING OUR COMMUNITY PARTNERS AT THE TABLE WITH US THROUGH THE CSA AND SIP PROCESS AND IT IS OUR HOPE THAT SMALLER UPDATE MEETINGS LIKE THIS WILL CONTINUE TO IMPROVE IT.

DURING 2015 WE HAVE RECORDED 163 JOINT IMMEDIATE, ON-SITE RESPONSES WITH CWS, NPD, AND OUR INTERNAL DOMESTIC VIOLENCE ADVOCATE TO DOMESTIC VIOLENCE INCIDENTS IN NAPA COUNTY. WE HAVE ALSO HAD A TOTAL OF 87 FOLLOW UP JOINT RESPONSES. THESE RESPONSES AFFECTED A TOTAL OF 193 CHILDREN WHO

WERE PRESENT FOR THE INCIDENTS AND WE HAVE MADE A TOTAL OF 115 REFERRALS FOR SERVICES. THESE TEAM RESPONSES HAVE HELPED THE PROGRAM CONTINUE TO IMPROVE BY INFORMING TARGETED CROSS TRAININGS.

ANOTHER SUCCESS OF THIS PROGRAM CAME IN MARCH OF 2016 WHEN, TOGETHER, NAPA CWS AND NPD ENTERED INTO TWO MORE YEARS OF THE GRANT PROCESS. BECAUSE OF THIS WE WILL CONTINUE TO PROVIDE EXCELLENT SUPPORT AND SERVICE AROUND DOMESTIC VIOLENCE FOR ALL SHARED CLIENTS.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINED IN OUR LAST SIP UPDATE.

METHOD OF EVALUATION AND/OR MONITORING

THE FEDERAL GRANT PRESCRIBES DATA COLLECTION AND EVALUATION COMPONENTS RELATED TO THIS MEASURE. WE HAVE PROVIDED DATA AND UPDATES TO THE LEAD AGENCY, NPD, ON A FLOW BASIS. A SHARED DATABASE OF INCIDENTS CAPTURING TEAM RESPONSES AND REFERRALS MADE ARE GIVEN TO NPD TO MAINTAIN THE DATABASE TO REPORT BACK ON PROGRESS OF THE PROGRAM. THE MOST RECENT ONE WAS FOR CALENDAR YEAR 2015.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

THE FEDERAL GRANT WAS AWARDED AS A THREE YEAR PROJECT. WITH OUR PARTNER AGENCIES, WE HAVE ENGAGED IN A TWO YEAR EXTENSION TO SUSTAIN OUR COLLABORATIVE EFFORTS.

PROGRAM REDUCTION

N/A

STRATEGY 5 – STRENGTHEN CONCURRENT PLANNING PRACTICES.

ANALYSIS

THE IMPLEMENTATION OF A STRONG CONCURRENT PLANNING PROGRAM WAS SCHEDULED TO BEGIN IN 2013 WITH POLICIES, PROCEDURES AND TRAINING TO BEGIN IN JULY 2014. WE SUCCESSFULLY ACHIEVED BOTH AND A VERY STRONG CONCURRENT PLANNING PRACTICE IS ESTABLISHED.

THE MOST SIGNIFICANT CHANGE IN PRACTICE WAS TO DEVELOP AND IMPLEMENT EARLY PERMANENCY CASE CONFERENCES. WITHIN THE FIRST THREE WEEKS OF A CHILD ENTERING OR RE-ENTERING OUT OF HOME CARE, A CASE CONFERENCE TO ADDRESS CONCURRENT PLANNING IS HELD. POTENTIAL KIN AND NON-KIN CONCURRENT PLACEMENT OPTIONS ARE IDENTIFIED AND, WHERE APPROPRIATE, AN ADOPTION WORKER IS ASSIGNED AS SECONDARY ON THE CASE. IN ADDITION, THERE ARE MONTHLY JOINT MEETINGS BETWEEN ADOPTION AND CONTINUING SERVICES WORKERS TO TRACK PROGRESS ON PERMANENCY EFFORTS AND ENSURE JOINT CASE PLANNING.

THIS PROGRAM IS STILL FUNCTIONING AS DEVELOPED AND WE ARE STARTING TO SEE THE POSITIVE BENEFITS IN OUR OUTCOMES. THE MOST SIGNIFICANT BUMP HAS BEEN SEEN IN OUR ADOPTION NUMBERS. BEFORE REALIGNMENT OF OUR ADOPTION PROGRAM WE WERE AVERAGING 3 TO 5 SUCCESSFUL ADOPTIONS PER YEAR. SINCE REALIGNMENT WE HAVE HAD AN AVERAGE OF 17 SUCCESSFUL ADOPTIONS EACH YEAR. WE HEAVILY FOCUSED ON YOUTH IN LONGER TERM CARE WHO HAD PREVIOUSLY BEEN DEEMED “UNADOPTABLE.” BECAUSE OF THIS OUR TOTAL NUMBER OF KIDS STILL IN CARE AT THE END OF 24 MONTHS HAS BEEN SLOWLY DECREASING FROM 18 IN 2013, TO 14 IN 2014 AND FINALLY ONLY 12 IN 2015.

ACTION STEP STATUS

ALL ACTION STEPS HAVE OCCURRED WITHIN THE TIMELINES OUTLINE IN OUR SIP.

METHOD OF EVALUATION AND/OR MONITORING

OUR PRIMARY METHOD OF EVALUATING THE EFFICACY OF THIS PRACTICE CHANGE IS TO REVIEW OUR QUARTERLY OUTCOME DATA. THE HYPOTHESIS IS THAT CONCURRENT PLANNING WILL ULTIMATELY AFFECT BOTH OUR TIMELINESS TO ADOPTION DATA AS WELL AS OUR PLACEMENT STABILITY RATES.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

THIS POLICY AND PROCEDURE WILL BE UPDATED AS WE SHIFT OUR PRACTICE MODEL AWAY FROM SOP TO CHILD SAFETY FRAMEWORK.

PROGRAM REDUCTION

N/A

STRATEGY 6 – DEVELOP A FORMAL FAMILY FINDING PRACTICE.

ANALYSIS

WE HAVE COMPLETED STEPS 6A AND 6B AND WE HAVE PURCHASED LEXUS NEXUS AS OUR FORMAL FAMILY FINDING DATABASE AND TOOL. WE USE THIS TOOL REGULARLY TO FIND VERY HARD TO REACH FAMILY MEMBERS. IN CONJUNCTION WITH FACEBOOK AND OTHER SOCIAL MEDIA SITES, CWS/CMS SEARCHES AND SOME OTHERS, LEXUS NEXUS HAS PROVED ITSELF TO BE INVALUABLE. PRIMARILY ALL OF OUR FAMILY SEARCHES ARE COMPLETED BY OUR CLERICAL TEAM.

IT HAS ALSO BEEN A VERY USEFUL TOOL FOR ALL OF OUR MANDATED FAMILY NOTICING. WE HAVE YET TO SEE ANY REFLECTION IN OUR RELATIVE/NREFM PLACEMENTS FROM THIS.

ACTION STEP STATUS

STEPS 6A AND 6B HAVE BEEN COMPLETED ON TIME. HOWEVER, WE HAVE REALIZED THE NEED TO PUSH OUT THE COMPLETION OF STEP 6C, THE DEVELOPMENT OF A PROCEDURAL GUIDE AND BEST PRACTICE TOOL, TO AUGUST OF 2016. THESE CHANGES ARE REFLECTED IN OUR UPDATED SIP MATRIX. WE HAVE BEGUN TO USE THE TOOL BUT NOT ENOUGH TO CREATE A BEST PRACTICE AND PROCEDURAL GUIDE. IN ADDITION WE HAVE

BEEN DRAMATICALLY UNDERSTAFFED FOR OVER 12 MONTHS. WITH A CHANGE IN LEADERSHIP WE HAVE ALSO EXPERIENCED A CHANGE IN PRIORITIZATION TOWARDS PRACTICE CHANGES INSTEAD OF FAMILY FINDING.

METHOD OF EVALUATION AND/OR MONITORING

THERE ARE SEVERAL POSSIBLE DATA MARKERS AND MEASURES THAT WE EXPECT TO BE AFFECTED BY MORE AGGRESSIVE AND TARGETED FAMILY FINDING. WE WILL BE LOOKING AT OUR PERCENTAGE OF RELATIVE PLACEMENTS AS WELL AS THE TOTAL NUMBER OF RELATIVE/NREFM PLACEMENTS IDENTIFIED FOR YOUTH'S AT THE TIME OF PLACEMENT. WE ANTICIPATE POSITIVE CHANGES IN QUARTERLY OUTCOME DATA RELATED TO TIMELINESS TO ADOPTION, PLACEMENT STABILITY, REENTRY AND REUNIFICATION.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 7 – STRENGTHEN WRAPAROUND SERVICES BY REVIEWING CURRENT WRAPAROUND PROGRAM AND IDENTIFYING AREAS FOR ENHANCEMENT INCLUDING RESTRUCTURING.

ANALYSIS

DURING THIS 5 YEAR SIP CYCLE WE HAVE DONE A COMPLETE EVALUATION AND REDESIGN OF OUR WRAPAROUND SERVICES, REWRITTEN OUT DATED POLICIES, CHANGED OUR MODEL, IMPLEMENTED QUALITY MANAGEMENT MEASURES TO ENSURE FIDELITY AND RESEARCHED EVALUATION MEASURES FOR OUR WRAPAROUND SERVICES. FROM ITS INCEPTION, THE WRAPAROUND SERVICES PROGRAM HAS BEEN A STRONG COLLABORATIVE EFFORT BETWEEN CWS AND JUVENILE PROBATION. NOTE: PRIOR TO 2013, THIS COLLABORATIVE INCLUDED CHILDREN PLACED THROUGH MENTAL HEALTH. HOWEVER, THE FUNDING FOR THIS IS NO LONGER AVAILABLE. OVER THIS TIME WE HAVE SUCCESSFULLY ENSURED FIDELITY TO THE MODEL WE SELECTED AS OUR FRAMEWORK.

UNFORTUNATELY, OUR PURSUIT OF EVALUATION MEASURES AND METHODS HAS BEEN FRUSTRATED BY OUR OWN INTERNAL IT DEPARTMENT. AFTER INVESTIGATING AND PURSUING EVALUATION TOOLS FROM THE UNIVERSITY OF WASHINGTON WE RAN INTO SIGNIFICANT CONTRACTING ISSUES TO PROCURE THEM. THIS TOOK MONTHS TO IRON OUT AND EVENTUALLY WE WERE SHUTDOWN AT THE LAST MOMENT BY OUR IT DEPARTMENT DUE TO PRIVACY AND SECURITY CONCERNS. AFTER THIS PROCESS WE BEGAN TO ENCOUNTER DRASTIC STAFF TURNOVER AND DIVISION RESTRUCTURING. THE SOCIAL WORK SUPERVISOR IN CHARGE OF OUR WRAPAROUND SERVICES UNIT WAS PROMOTED TO ASSISTANT DEPUTY DIRECTOR AND THIS VACANCY WASN'T FILLED UNTIL RECENTLY. BECAUSE OF THIS WE ARE PUSHING OUT STEP 7F TO JANUARY 2017.

ACTION STEP STATUS

STEPS 7A AND 7B HAVE BEEN COMPLETED. STEPS 7C, 7D, AND 7E HAVE ALL BEEN COMPLETED AND WILL BE CONTINUED ON AN ON-GOING BASIS. STEP 7F HAS BEEN SLOWED SLIGHTLY. WE INITIALLY DECIDED ON THE QUESTIONNAIRES THAT WE WANTED TO UTILIZE TO EVALUATE OUR PROGRAM ON AN ON-GOING BASIS. HOWEVER, THE CONTRACT TO PROCURE THE RIGHTS TO USE THESE TOOLS WAS DENIED BY OUR IT DEPARTMENT DUE TO PRIVACY AND SECURITY CONCERNS. AFTER HIRING A NEW SUPERVISOR WE EXPECT THE INVESTIGATION PROCESS AND PROCUREMENT OF NEW EVALUATIVE TOOLS TO COMPLETE BY JANUARY 2017.

METHOD OF EVALUATION AND/OR MONITORING

N/A

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 8 – INCREASE PLACEMENT OPTIONS WITHIN NAPA COUNTY FOR OLDER YOUTH, SIBLINGS AND CHILDREN AND YOUTH WITH SPECIAL NEEDS.

ANALYSIS

WE ARE ON THE BRINK OF SO MANY NEW TARGETED RECRUITMENT AND ASSESSMENT REFORMS IN CHILD WELFARE SERVICES. WITH THE ONSET OF RESOURCE FAMILY ASSESSMENTS (RFA) COMING IN JANUARY 1, 2017, WE WILL SEE HUGE REFORM IN OUR ASSESSMENT PROCESS UNIFYING ALL PLACEMENT TYPES INTO A SINGLE CATEGORY. THIS WILL HELP US WITH RECRUITMENT, RETENTION AND MONITORING OF ALL PLACEMENT TYPES. AS A BEGINNING STAGE OF THIS WE ARE EMBARKING ON THE QUALITY PARENTING INITIATIVE TO REBRAND FOSTER FAMILIES. THIS WILL BE LAUNCHED OVER THE NEXT 6 TO 9 MONTHS WITH TARGETED FOCUS GROUPS ASKING QUESTIONS ABOUT WHAT WE DO WELL AND WHAT NEEDS TO IMPROVE IN THE FOSTER CARE SYSTEM. WE WILL BE GATHERING LARGE GROUPS OF STAKEHOLDERS, BOTH INTERNALLY AND EXTERNALLY TO THE AGENCY AND UTILIZING OUR CURRENT FOSTER PARENT ASSOCIATION FOR THIS REFORM.

IN ADDITION TO RFA WE ARE CURRENTLY RESEARCHING THE POSSIBILITY OF IMPLEMENTING SIMULTANEOUSLY THE MOCKINGBIRD FAMILY MODEL. ESSENTIALLY WE WILL BE DESIGNATING “HUB HOMES” IN SPECIFIC REGIONS OF OUR COUNTY WHERE OUR SERVICE PENETRATION IS GREATEST. ESSENTIALLY A “HUB HOME” WOULD BE A RESOURCE FAMILY FOR ALL LOCAL FOSTER PARENTS AS WELL AS PARENTS WE SERVE. UTILIZING MAPPING STATISTICS IN ARCGIS (COMPUTER PROGRAM TO MAP LOCATIONS WHERE SERVICES OCCUR AND SHADE THEM BASED ON CONCENTRATION BY REGION WE HAVE DISCOVERED

POCKETS OF PLACEMENT NEIGHBORHOODS. WITH RFA AND “HUB HOMES” UTILIZED TOGETHER, WE HOPE TO INCREASE RECRUITMENT AND RETENTION ACROSS THE BOARD.

ACTION STEP STATUS

STEPS 8A AND 8B ARE BOTH CURRENTLY IN PROGRESS. BECAUSE THE RESEARCH PHASE OF THIS STRATEGY WILL CONTINUE FOR MUCH LONGER WHILE WE IMPLEMENT, WE ARE PUSHING THE DEADLINE OF 8A TO DECEMBER 2016. THE SIP MATRIX REFLECTS THIS CHANGE. THE FIRST MEETING ENGAGING STAKEHOLDERS OCCURRED APRIL 13 AND WILL CONTINUE FOR THE NEXT 6 TO 9 MONTHS. THERE ARE NO ANTICIPATED CHANGES NEEDED FOR ALL OTHER ACTION STEPS ASSOCIATED WITH THIS STRATEGY.

METHOD OF EVALUATION AND/OR MONITORING

WE ARE CURRENTLY PURSUING IMPLEMENTATION OF THESE NEW REFORMS FIRST. ONCE WE HAVE DEVELOPED OUR INTERNAL PROGRAMS WE WILL PURSUE EVALUATION METHODS WITH OUR QUALITY MANAGEMENT DEPARTMENT.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 9 – CONTINUE TO DEVELOP FORMAL INFRASTRUCTURE FOR THE ADOPTION PROGRAM AND INTERNAL GOALS TO MONITOR EFFECTIVENESS.

ANALYSIS

WE HAVE MET ALL THE PROGRAM BENCHMARKS AND TIMELINES OF THIS STRATEGY. AS NOTED IN STRATEGY 5, ABOVE, WE HAVE IMPLEMENTED EARLY PERMANENCY CASE CONFERENCES. OUR PRACTICE IS TO HAVE A CASE CONFERENCE WITHIN 3 WEEKS OF THE OPENING OF A CASE. WE UTILIZE THESE CONFERENCES TO DISCUSS RELATIVE HOME PLACEMENTS AND VIABILITY OF PLACEMENT HOMES TO PROVIDE PERMANENCY SHOULD REUNIFICATION EFFORTS FAIL. THE CWS ASSISTANT DIRECTOR RESPONSIBLE FOR THE ADOPTION PROGRAM MEETS REGULARLY WITH THE ADOPTION SUPERVISOR AND STAFF TO DISCUSS FURTHER PROGRAM DEVELOPMENT STRATEGIES AS WELL AS TRAINING NEEDS BOTH FOR ADOPTION STAFF AND STAFF WHO NEED TO BE INVOLVED IN CONCURRENT PLANNING EFFORTS. IN ADDITION, WRITTEN POLICIES AND PROCEDURES HAVE BEEN FINALIZED FOR ALL AREAS CURRENTLY IDENTIFIED AS NEEDING THEM. IN NAPA COUNTY, ALL WRITTEN POLICIES AND PROCEDURES MUST BE REVIEWED AND UPDATED IF NECESSARY BIENNIALY. THUS, ALL ADOPTION POLICIES WILL BE ROUTINELY UPDATED TO ENSURE THEY ARE CURRENT.

AMONG THE ACTION STEPS INCLUDED WITH STRATEGY 9 WAS INITIATING THE CONTRACTING PROCESS FOR POST ADOPTION SERVICES (PAS) IN OUR COMMUNITY (9c). HOWEVER, SINCE THE CDSS DETERMINED

THAT THEY WOULD RETAIN THE RESPONSIBILITY FOR PAS CONTRACTS, THIS IS NO LONGER A VIABLE OPTION FOR NAPA COUNTY AND WILL BE DELETED FROM THE SIP.

WE HAVE SEEN GREAT SUCCESSES FROM THE VERY START OF THIS PROGRAM. IT HAS BEEN OUR POLICY FROM THE VERY BEGINNING THAT WE WILL CONSIDER EVERY CHILD AS ADOPTABLE UNTIL PROVEN OTHERWISE. THE PERMANENCY CASE CONFERENCES HAVE HELPED US TO FIND PERMANENCY FOR MANY TRANSITION AGED YOUTH AND MANY YOUTH WHO WERE CONSIDERED “UNADOPTABLE” PREVIOUSLY BY STATE ADOPTIONS. WE ALSO HELPED THE STATE IN PILOTING THEIR OVERSIGHT OF ADOPTIONS SERVICES BY PARTNERING WITH THEM PRIOR TO THE 2014 AAP AUDIT. WE HELPED PILOT THEIR AUDIT TOOL AND ADAPTED OUR OWN INTERNAL AUDIT TOOLS TO MATCH THEIRS. WITH THE STATE’S HELP WE ALSO WERE ABLE TO AUDIT AND EVALUATE OUR PRACTICES AND ADAPT OUR DOCUMENTATION.

ACTION STEP STATUS

ALL ACTIONS STEPS FOR THIS STRATEGY HAVE BEEN COMPLETED. 9G WILL BE A CONTINUAL PROCESS.

METHOD OF EVALUATION AND/OR MONITORING

THIS PROGRAM IS STILL VERY YOUNG FOR OUR COUNTY. THE STRUCTURE OF THIS PROGRAM IS WELL ESTABLISHED NOW AND WE ARE CONTINUING TO WORK TOWARDS EVALUATION AND IMPROVEMENT. CLIENT SATISFACTION WILL BE AN ON-GOING EVALUATIVE TOOL FOR US AND WE WILL ALSO BE EXPLORING ADDITIONAL OPTIONS. THE LARGER PERFORMANCE MEASURES (E.G. PERMANENCY 1, 2, AND 3 IN THE CALIFORNIA CHILD WELFARE INDICATORS PROJECT) FROM OUR QUARTERLY DATA ARE MONITORED ON AN ONGOING BASIS.

IN ADDITION, BASED ON OUR EFFORTS WITH THE STATE AUDIT OF AAP FROM OUR PREVIOUS SIP UPDATE, WE HAVE IMPLEMENTED AN ANNUAL AUDIT OF OUR AAP CASES UTILIZING OUR INTERNAL QM DIVISION.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 10 – IMPROVE COLLABORATION WITH COMMUNITIES OUTSIDE OF THE CITY OF NAPA PROPER.

ANALYSIS

CONNECTION WITH OUR SERVICES AND THE MORE RURAL PARTS OF NAPA COUNTY HAS BEEN AN ONGOING POINT OF CONCENTRATION FOR CWS. WITH OVER 90% OF OUR REFERRALS COMING FROM THE CITY OF NAPA PROPER, THE RELATIONSHIPS WITH OTHER CITIES IN OUR COUNTY (E.G. CALISTOGA, ANGIN, ST. HELENA AND AMERICAN CANYON) HAVE NOT BEEN AS ROBUST AS WE WOULD LIKE. WE HAVE ALSO HIRED A

NEW CWS DIRECTOR DURING THIS ANNUAL SIP UPDATE CYCLE. WHILE CONCRETE STEPS HAVE YET TO BEGIN WITH THIS STRATEGY, OUR NEW DIRECTOR IS CURRENTLY WORKING TOWARDS FORGING KEY COLLABORATIVE RELATIONSHIPS WITH OUR LOCAL HOSPITAL, THE QUEEN OF THE VALLEY, THE SUPERINTENDANTS OF ALL OF OUR SCHOOLS DISTRICTS, INCLUDING UP-VALLEY, AS WELL AS ALL AREAS OF LAW ENFORCEMENT. GIVEN THE TRANSITIONS, WE WILL BE EXPLORING MANY OPPORTUNITIES TO ENGAGE ALL OF OUR COMMUNITIES. ONE STRATEGY THAT WE HAVE ALREADY BEGUN TO INVESTIGATE IS THE POSSIBILITY OF COLLOCATING STAFF UP-VALLEY OR POSSIBLY IN AMERICAN CANYON TO INCREASE OUR PRESENCE IN THOSE COMMUNITIES. THIS PROCESS IS VERY RECENT AND WON'T BE IMPLEMENTED THIS CYCLE.

ACTION STEP STATUS

ALL ACTION STEPS HAVE BEEN ADJUSTED TO A NEW TIMELINE PER OUR DIRECTORS REQUEST. THE SIP MATRIX REFLECTS THESE CHANGES.

METHOD OF EVALUATION AND/OR MONITORING

N/A

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 11 – IN COLLABORATION WITH NAPA COUNTY CHILDREN’S MENTAL HEALTH (AND THE PROBATION DEPARTMENT), IMPLEMENT THE REQUIREMENTS OF THE KATIE A. LAWSUIT, IDENTIFYING AREAS WHERE SERVICE INTEGRATION WOULD LEAD TO POSITIVE CLIENT OUTCOMES.

ANALYSIS

THE KATIE A PROGRAM, NAMED IN NAPA COUNTY AS, PATHWAYS TO WELL-BEING, HIRED A PROGRAM SUPERVISOR AND TWO THERAPISTS. THE PROGRAM HAS SUCCESSFULLY IMPLEMENTED A COORDINATED SERVICES DELIVERY SYSTEM WITH CHILD WELFARE AND JUVENILE PROBATION, INCLUDING CREATING AND RUNNING CHILD AND FAMILY TEAM MEETINGS AND PROVIDING INTENSIVE CARE COORDINATION TO SUBCLASS MEMBERS. PATHWAYS TO WELLBEING IS CO-LOCATED WITHIN THE CHILD WELFARE SERVICES BUILDING AND THE PROGRAM SUPERVISOR MEETS MONTHLY WITH CHILD WELFARE TO ENSURE THAT ELIGIBLE CHILDREN HAVE BEEN IDENTIFIED AND ARE OFFERED KATIE A. SERVICES. THE MENTAL HEALTH DIRECTOR, CHIEF PROBATION OFFICER AND CHILD WELFARE DIRECTOR CONTINUE TO SUPPORT THE DEVELOPMENT OF THIS PROGRAM.

ONE LESSON THAT WE HAVE LEARNED IS THAT IT HAS PROVED TO BE SUBSTANTIALLY MORE DIFFICULT THAN ANTICIPATED TO SYNERGIZE OUR DATA SYSTEMS TO TRACK AND MONITOR SUB-CLASS MEMBERS. WE HAVE TRIED NUMEROUS WAYS OF TRACKING IN ORDER TO NOT CREATE DUPLICATIVE WORK. HOWEVER, WE LANDED ON UTILIZING OUR OWN SHAREPOINT SITE WHICH HAS THE ABILITY TO ADD AND DELETE ELIGIBLE SUB-CLASS YOUTH AND SEND TICKLER E-MAILS ACCORDING TO TIMELINES FOR REASSESSMENTS.

ACTION STEP STATUS

STEPS 11A AND 11B HAVE BEEN COMPLETED ON TIME. STEP 11C HAS BEEN COMPLETED BUT IS AN ON-GOING EFFORT. IN APRIL WE ARE CONDUCTING OUR FIRST OF HOPEFULLY MANY OPEN SPACE TECHNOLOGY JOINT MEETINGS BETWEEN MENTAL HEALTH AND CHILD WELFARE SERVICES. BECAUSE THIS EFFORT IS STILL IN THE VERY EARLY STAGES OF IMPLEMENTATION WE HAVE PUSHED THE DEADLINE FOR STEP 11D OUT TO DECEMBER 2016. WE ARE IN THE PROCESS OF DEVELOPING A CUSTOMER SATISFACTION SURVEY AND THE KATIE A. PROGRAM IS LOOKING INTO OTHER EVALUATION TOOLS TO MEASURE SUCCESS. THE SIP MATRIX WILL REFLECT THIS CHANGE.

METHOD OF EVALUATION AND/OR MONITORING

ONE SUCCESS IS THE CREATION OF A PRELIMINARY MONITORING DATABASE USING OUR SHAREPOINT SITE. THIS HAS THE ABILITY TO ADD AND DELETE ELIGIBLE SUB-CLASS YOUTH AND SEND TICKLER E-MAILS ACCORDING TO TIMELINES FOR REASSESSMENTS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 12 – ADD AN ADDITIONAL COMPONENT TO THE SCREENING PROCESS THAT REQUIRES MORE EXTENSIVE RELATIVE ASSESSMENTS AND ENGAGEMENT EARLIER IN THE WARDSHIP PROCESS. CURRENT PRACTICE IS TO BEGIN THE RELATIVE SEARCH ONCE REMOVAL FROM THE HOME IS INEVITABLE. BEGINNING THIS PROCESS EARLIER TO ENGAGE THE SUPPORT OF EXTENDED FAMILY IN COMMUNITY TREATMENT AND SUPERVISION MAY PREVENT THE NEED FOR REMOVAL OR LIMIT THE TIME IN CARE.

ANALYSIS

THIS PAST YEAR, THE PROBATION DEPARTMENT HAS SEEN A SIGNIFICANT INCREASE IN RELATIVE AND NON RELATIVE PLACEMENTS FOR OUR YOUTH. WE HAVE IMPLEMENTED A NEW CASE PLAN THAT IDENTIFIES YOUTH AT RISK OF REMOVAL AT INTAKE, AND REQUIRES THE IDENTIFICATION OF POSSIBLE FAMILY AND FRIENDS THAT MAY BE RESOURCE FAMILIES. SHIFTING THE FOCUS OF OUR CASE SCREENING TO COMMUNITY TREATMENTS AND SUPPORTS HAS CREATED A CHANGE IN CULTURE AS PROBATION OFFICERS SEEK TO UTILIZE EVERY RESOURCE IN THE FAMILY AND COMMUNITY BEFORE TURNING TO A RESIDENTIAL TREATMENT

PROGRAM. THE USE OF RESIDENTIAL TREATMENT HAS ALWAYS BEEN FOR OUR MOST DIFFICULT YOUTH, HOWEVER, NOW PROBATION OFFICERS UNDERSTAND THAT EVEN SOME OF OUR MOST DIFFICULT YOUTH CAN REMAIN IN THE COMMUNITY IF WE ENGAGE FAMILY AND FRIENDS IN SUPPORTING THE YOUTH AT A MUCH EARLIER POINT IN THE SUPERVISION PROCESS. THIS CHANGE IN CULTURE IS TIMED WELL WITH THE IMPLEMENTATION OF COMMUNITY CARE REFORM, AS WE HAVE TRAINED OUR OFFICERS IN FAMILY ENGAGEMENT TO PREPARE THEM.

ACTION STEP STATUS

ALTHOUGH WE FEEL WE HAVE MADE STRIDES IN THIS AREA, WE CONTINUE TO HAVE CONVERSATIONS AND STRATEGIZE ABOUT BUILDING A MORE ROBUST FAMILY FINDING POLICY AND EXPECT TO IMPLEMENT A WRITTEN POLICY THIS YEAR. WE HAVE COMPLETED OUR FIRST STEP IN IDENTIFYING AREAS THAT NEEDED ENHANCEMENT AS MENTIONED ABOVE, AND HAVE SUCCESSFULLY IMPLEMENTED TOOLS SUCH AS FAMILY TREES AND CONNECTION MAPS TO ASSIST STAFF IN LOCATING AND ENGAGING RELATIVES. CONVERSATIONS ABOUT RELATIVE ENGAGEMENT CONTINUE TO BE A REGULAR PART OF OUR SCREENING PROCESS AND HAVE RESULTED IN AN INCREASE IN RELATIVE AND NON RELATIVE PLACEMENTS. WE CONTINUE TO USE LEXISNEXIS WHICH ALLOWS OFFICERS TO SEARCH FOR RELATIVES AND EXTENDED FAMILY.

METHOD OF EVALUATION AND/OR MONITORING

OFFICERS COMPLETE A SCREENING TOOL AND THEN MEET WITH A GROUP OF PEERS AND SUPERVISORS TO DISCUSS A PLAN FOR ANY YOUTH WHO MAY BE AT RISK OF OUT OF HOME PLACEMENT. WE ARE ABLE TO USE THESE TOOLS TO TRACK AND MONITOR ALL OF THE OPTIONS CONSIDERED AND ATTEMPTED FOR EACH YOUTH AND ENSURE THAT ALL STAFF FOLLOW THE SAME PROCESS AND ATTEMPT TO INVOLVE EXTENDED FAMILY FOR SUPPORT. SUPERVISORS FROM EACH OF THE JUVENILE UNITS WILL WORK TOGETHER TO DEVELOP A MORE FORMALIZED PROCESS TO TRACK AND SHARE THIS INFORMATION BETWEEN UNITS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

ONGOING TRAINING IS NEEDED IN THIS AREA SO STAFF CAN BECOME MORE SKILLED AT DRAWING INFORMATION FROM FAMILIES THROUGHOUT THE PROBATION PROCESS. THE MAJORITY OF JUVENILE PROBATION OFFICERS ARE NOT INVOLVED WITH SUPERVISING YOUTH IN FOSTER CARE OR RESIDENTIAL TREATMENT. MOST PROBATION YOUTH REMAIN IN THE HOME OF THEIR PARENTS AND ARE SUPERVISED IN THE COMMUNITY. OUR GOAL IS TO HAVE ALL OFFICERS UNDERSTAND THAT THE PROCESS OF RELATIVE INVOLVEMENT AND SCREENING NEEDS TO BEGIN AS SOON AS A YOUTH ENTERS THE JUVENILE JUSTICE SYSTEM AND CONTINUE THROUGHOUT A YOUTH'S TERM OF PROBATION.

PROGRAM REDUCTION

N/A

STRATEGY 13 - CREATE MORE OPPORTUNITIES FOR PROBATION OFFICERS TO MEET WITH YOUTH AND FAMILIES IN PLACEMENT AND DEVELOP METHODS TO INCORPORATE OTHER NATURAL SUPPORTS FROM THE YOUTH'S COMMUNITY.

ANALYSIS

THIS STRATEGY HAS BEEN MODIFIED AND COMBINED WITH STRATEGY 16 AS RECOMMENDED AND DISCUSSED WITH FORMER CDSS REPRESENTATIVE LISA BOTZLER. AFTER AN IN DEPTH DISCUSSION, IT WAS DETERMINED THAT THE GOAL OF EACH STRATEGY WAS TO INCREASE FAMILY ENGAGEMENT AND COMBINING THEM WOULD ALLOW US TO BETTER FOCUS ON THE STRATEGIES AND OUTCOMES.

ACTION STEP STATUS

WE ARE CONTINUING OUR EFFORTS TO INCREASE CASE WORKER CONTACT WITH FAMILIES, INCLUDING HOME VISITS WHILE THE YOUTH IS STILL IN PLACEMENT, AND FACILITATE PROGRAM VISITS WITH OUR COMMUNITY PARTNERS TO KEEP YOUTH ENGAGED IN THE COMMUNITY. WE ARE DILIGENT ABOUT HAVING MONTHLY MEETINGS WITH PARENTS AND YOUTH, HOWEVER, WE CONTINUE TO STRUGGLE WITH CONSISTENTLY BEING ABLE TO HAVE MEETINGS WITH PARENTS AND YOUTH TOGETHER AT THE RESIDENTIAL TREATMENT FACILITIES BECAUSE OF THE DIFFICULTY COORDINATING TIMING AND TRAVEL WITH ALL THE PARTIES INVOLVED. WE HAVE ADJUSTED THE TIMEFRAMES FOR ACTION STEPS ON THIS STRATEGY WHICH ARE REFLECTED ON THE SIP CHART.

METHOD OF EVALUATION AND/OR MONITORING

WE RECOGNIZE THE VALUE IN IMPROVING OUR PRACTICE IN THIS AREA AND WILL CONTINUE TO WORK ON RESOLVING THE CHALLENGES. AS WE MOVE TO INCORPORATE COMMUNITY CARE REFORM INTO OUR PRACTICES WE EXPECT OUR ENGAGEMENT WITH FAMILIES AND COMMUNITY TO INCREASE. AS WITH ALL OF OUR STRATEGIES, OUR PLAN IS TO HAVE WRITTEN POLICIES BY THE END OF THIS CALENDAR YEAR. OUR POLICY REGARDING FAMILY CONTACT WILL OUTLINE STANDARDS, PRACTICES, AND EXPECTATIONS ABOUT WHEN, WHERE, AND HOW OFTEN FAMILY MEETINGS WILL OCCUR, AND WILL INCLUDE CONTACT EXPECTATIONS FOR COMMUNITY SUPPORTS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 14 – WORK WITH PROGRAMS AND TREATMENT CENTERS TO CREATE FLEXIBILITY IN PROGRAMMING SO YOUTH MAY REUNIFY SOONER BY TRANSITIONING TO COMMUNITY TREATMENT WITHOUT COMPROMISING THE SAFETY OF THE YOUTH OR THE COMMUNITY

ANALYSIS

WE KNOW THAT YOUTH WITH STRONG FAMILY PARTICIPATION AND INVOLVEMENT IN COMMUNITY SUPPORTS ARE ABLE TO REUNIFY SOONER THAN YOUTH WITHOUT THOSE SUPPORTS. WE RECOGNIZED THAT THIS WOULD BE A SHIFT IN PHILOSOPHY AND PROGRAMMING FOR SOME OF THE TREATMENT PROVIDERS, HOWEVER, WE FOUND THAT MOST TREATMENT PROVIDERS WERE SUPPORTIVE OF INCREASING FAMILY CONTACT AND WORKING WITH PO'S AND FAMILIES TO CREATE MORE DETAILED DISCHARGE PLANS. OUR DATA DEMONSTRATES THAT THE AMOUNT OF TIME PROBATION YOUTH SPEND IN FOSTER CARE HAS CONSISTENTLY DECREASED SINCE 2011. OUR ONGOING DISCUSSIONS WITH OUT OF HOME CARE PROVIDERS ABOUT EARLIER REUNIFICATION AND OUR EXPECTATION THAT YOUTH MAY BE ABLE TO RETURN TO THEIR FAMILIES AND COMMUNITIES BEFORE THEY "GRADUATE" FROM A PROGRAM, ARE AN IMPORTANT PART OF THIS CONTINUING IMPROVEMENT.

ACTION STEP STATUS

PROBATION OFFICERS WORKED CLOSELY WITH TREATMENT PROVIDERS AND INCLUDED THEM IN CREATING INDIVIDUAL STRATEGIES AND PLANS FOR YOUTH AND FAMILIES. AS WE CONTACT NEW PROGRAM WE ARE VERY CLEAR THAT OUR GOAL IS TO HAVE THE YOUTH HOME AS SOON AS SAFELY POSSIBLE WITH THE USE OF COMMUNITY SUPPORTS. WE HAVE IMPLEMENTED ALL OF OUR ACTION STEPS OTHER THAN EVALUATING OUR PROCESS. WE RECOGNIZE THAT THE CHANGES WE HAVE MADE ARE MORE PHILOSOPHICAL AND DIFFICULT TO DOCUMENT AND OUR NEXT STEP WILL BE TO DEVELOP A PROCESS FOR DOCUMENTING AND EVALUATING THE PROCESS AND EXPECTATION FOR STAFF.

METHOD OF EVALUATION AND/OR MONITORING

A STUDY OF THE CHANGES IN OUR OUTCOME MEASURES WILL HELP US IDENTIFY IMPROVEMENTS IN THIS AREA AND USE THE DATA TO CREATE A POLICY AND ONGOING MEASUREMENT PROCESS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

STRATEGY 15 – CONSIDER PLACEMENT OPTIONS IN NAPA COUNTY OR IN NEIGHBORING COUNTIES AND DEVELOP A PLAN TO WORK WITH THESE PROGRAMS ON MEETING OUR DEPARTMENT'S NEEDS AND EXPECTATIONS

ANALYSIS

MOST PROBATION PLACEMENT YOUTH ARE CURRENTLY PLACED RESIDENTIAL TREATMENT PROGRAMS IN COUNTIES OUTSIDE OF NAPA AS NAPA COUNTY DOES NOT CURRENTLY HAVE ANY RESIDENTIAL TREATMENT FACILITIES AVAILABLE FOR PROBATION. WHEN YOUTH ARE PLACED IN FOSTER HOMES THOSE HOMES ARE ALMOST EXCLUSIVELY IN NAPA COUNTY

ACTION STEP STATUS

ALTHOUGH NO RESIDENTIAL TREATMENT FACILITIES ARE AVAILABLE IN NAPA COUNTY, WE CONTINUE TO SEEK OUT PROGRAMS IN NEIGHBORING COUNTIES THAT PERFORM WELL. NAPA COUNTY PROBATION ALSO CONSIDERS NON RELATIVE OR EXTENDED FAMILY MEMBER PLACEMENT FOR ALL YOUTH PRIOR TO CONSIDERING RESIDENTIAL TREATMENT OR FOSTER CARE, AND THOSE HOMES ARE TYPICALLY IN THE COUNTY. WITH THE IMPLEMENTATION OF COMMUNITY CARE REFORM AND THE AVAILABILITY OF THERAPEUTIC RESOURCE FAMILY HOMES, WE EXPECT TO HAVE AN INCREASE IN YOUTH PLACED LOCALLY.

METHOD OF EVALUATION AND/OR MONITORING

N/A

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION (WHEN APPLICABLE)

N/A

~~**STRATEGY 16 – INCREASE PARENT/GUARDIAN AND FAMILY CONTACT AND ENGAGEMENT WHILE YOUTH ARE IN OUT OF HOME CARE AND DEVELOP METHODS TO INCORPORATE OTHER NATURAL SUPPORTS FROM THE YOUTH’S COMMUNITY.**~~

ANALYSIS

THIS STRATEGY HAS BEEN MODIFIED AND COMBINED WITH STRATEGY 16 AS RECOMMENDED AND DISCUSSED WITH FORMER CDSS REPRESENTATIVE LISA BOTZLER. AFTER AN IN DEPTH DISCUSSION, IT WAS DETERMINED THAT THE GOAL OF EACH STRATEGY WAS TO INCREASE FAMILY ENGAGEMENT AND COMBINING THEM WOULD ALLOW US TO BETTER FOCUS ON STRATEGIES AND OUTCOMES.

STRATEGY 17 – DEVELOP TIMELY AND MORE DETAILED CONCURRENT PLANS FOR YOUTH AND INCREASE LEVEL OF THE YOUTH’S INVOLVEMENT IN THE PROCESS

ANALYSIS

THE FIRST YEAR OF OUR SIP, WE ADDED A CONCURRENT PLAN SECTION TO OUR COURT REPORT AND ENSURED THAT ALL PLACEMENT OFFICERS ATTENDED CONCURRENT PLAN TRAINING. IN THE SUBSEQUENT YEARS WE HAVE STRATEGIZED ABOUT HOW TO WEAVE CONCURRENT PLANNING THROUGHOUT THE ENTIRE CYCLE OF A YOUTH ON PROBATION. WE HAVE EDUCATED STAFF ON IDENTIFYING OPPORTUNITIES TO DISCUSS CONCURRENT PLANS WITH YOUTH AND FAMILY PRIOR TO OUT OF HOME PLACEMENT EVEN BEING CONSIDERED, BUT AS SOON AS A RISK IS RECOGNIZED. THESE DISCUSSIONS HELP EVERYONE INVOLVED IN THE CASE THINK MORE DEEPLY ABOUT COMMUNITY AND FAMILY SUPPORT AND IT ENCOURAGES FAMILY FINDING CONVERSATIONS TO HAPPEN EARLIER.

ACTION STEP STATUS

AS DISCUSSED IN STRATEGY 12 ABOVE, ONGOING TRAINING IS NEEDED TO HAVE ALL OFFICERS UNDERSTAND THAT THE PROCESS OF CONCURRENT PLANNING NEEDS TO BEGIN AS SOON AS YOUTH ENTER THE JUVENILE JUSTICE SYSTEM AND CONTINUE THROUGHOUT THE TERM OF PROBATION. EXPANDING TRAINING ON CONCURRENT PLANNING TO INCLUDE YOUTH WHO ARE NOT YET BEING CONSIDERED FOR OUT OF HOME PLACEMENT BUT ARE AT RISK, WILL EDUCATE YOUTH AND FAMILIES ABOUT THE PROCESS UPON ENTERING THE JUVENILE JUSTICE SYSTEM, AND ENSURE THAT THEY ARE WORKING WITH THE PROBATION OFFICER TO CREATE ALTERNATIVE PLANS FOR SUCCESS. OUR NEXT STEP IS TO IMPLEMENT A FORMAL TRAINING AND CREATE A WRITTEN POLICY ON CONCURRENT PLANNING.

METHOD OF EVALUATION AND/OR MONITORING

SUPERVISORS WILL ENSURE THAT COMPREHENSIVE CONCURRENT PLANS ARE IDENTIFIED AND DOCUMENTED IN CASE PLANS AND REVIEW REPORTS.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

N/A

PROGRAM REDUCTION

N/A

D. OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CHILD WELFARE SERVICES

NAPA CWS DOES NOT FORESEE ANY OBSTACLES OR BARRIERS TO FUTURE IMPLEMENTATION AT THIS TIME. HOWEVER, CWS HAS HAD DRAMATIC RESTRUCTURING AND STAFF TURNOVER IN THE LAST 11 MONTHS. THIS HAS PROVED TO BE A BARRIER TO IMPLEMENTATION OF NEW INITIATIVES SUCH AS THE CFSR CASE

REVIEWS, CHILD SAFETY FRAMEWORK AS WELL AS SDM RISK ASSESSMENTS. WE ARE CONTINUING TO SEEK MORE STAFF TO FILL CURRENT VACANCIES AND INCREASE OUR TOTAL NUMBER OF POSITIONS TO ADDITIONALLY RESOURCE OUR TEAM TO PURSUE POSITIVE RESULTS.

JUVENILE PROBATION

IMPLEMENTATION OF STRATEGIES AT JUVENILE PROBATION IS ALSO AFFECTED BY STAFF CHANGES AS IT IS CHALLENGING TO MOVE FORWARD WITH NEW PROCESSES WHEN A SIGNIFICANT AMOUNT OF TIME IS SPENT ON BASIC TRAINING. THE UPSIDE IS THAT NEW PLACEMENT OFFICERS ARE EXPOSED TO THE OUTCOMES WE ARE SEEKING FROM THE VERY BEGINNING OF THEIR TRAINING WHICH SHOULD MAKE IMPLEMENTING THE SIP STRATEGIES MORE STREAMLINED AND SUCCESSFUL.

E. PROMISING PRACTICES/ OTHER SUCCESSES

CHILD WELFARE SERVICES

DOMESTIC VIOLENCE COLLABORATIVE - THE NAPA CHILDREN EXPOSED TO DOMESTIC VIOLENCE PROGRAM, IN PARTNERSHIP WITH THE NAPA POLICE DEPARTMENT (NPD), NAPA EMERGENCY WOMEN'S SERVICES (NEWS), AND NAPA COUNTY CHILD WELFARE SERVICES (CWS), IS TO IDENTIFY CHILDREN WHO HAVE BEEN EXPOSED TO DOMESTIC VIOLENCE AND TO PROVIDE OUTREACH AND SERVICES TO FAMILIES IN AN EFFORT TO REDUCE THE SYSTEMIC TRAUMA EXPERIENCED BY CHILDREN. DOMESTIC VIOLENCE HAS A PROFOUND EFFECT UPON CHILDREN WHO HAVE WITNESSED FAMILY VIOLENCE. BEING EXPOSED TO DOMESTIC VIOLENCE AS A CHILD CAN CAUSE SHORT-TERM EMOTIONAL PROBLEMS, AND IT HAS ALSO BEEN LINKED TO LONG-TERM PHYSICAL AND MENTAL HEALTH ISSUES. IN AN EFFORT TO PREVENT FUTURE INCIDENTS OF DOMESTIC VIOLENCE AND TO PROTECT THE VICTIMS AND CHILDREN IN OUR COMMUNITY, THE NPD, NEWS, AND CWS HAVE DEVELOPED THIS LAW ENFORCEMENT PROTOCOL. THE MAIN GOALS OF THE PROTOCOL ARE TO: REDUCE THE SYSTEMIC TRAUMA EXPERIENCED BY CHILDREN WITNESSES OF DOMESTIC VIOLENCE; ENSURE THAT APPROPRIATE SERVICES ARE PROVIDED TO DOMESTIC VIOLENCE VICTIMS AND CHILDREN EXPOSED TO DOMESTIC VIOLENCE; WORK WITH PARTNER AGENCIES IN ORDER TO COORDINATE PREVENTION, INTERVENTION, AND TREATMENT STRATEGIES; AND DEVELOP AND MAINTAIN A COLLABORATIVE WORKING RELATIONSHIP BETWEEN THE PARTNER AGENCIES TO FACILITATE INFORMATION SHARING AND TO ASSIST IN THE RESOLVING OF PROCEDURAL ISSUES AS THEY ARISE. WE HAVE SUCCESSFULLY EXTENDED THIS GRANT PERIOD FOR TWO MORE YEARS OF COLLABORATION.

LATINO SERVICES COMMITTEE - A SOCIAL WORKER IN THE DIVISION HAS DEVELOPED A COMMITTEE OF LINE WORKERS TO WORK ON IMPROVING QUALITY OF SERVICES AND MORE CULTURALLY SENSITIVE PRACTICES TO LATINO, UNDOCUMENTED, AND MONOLINGUAL SPANISH SPEAKING FAMILIES. THE GROUP IS NEWLY FORMED AND HAS NAMED THEMSELVES "UNIDOS EN ACCION." THEIR FOCUS WILL ALSO INCLUDE COLLABORATING WITH OTHERS TO INCREASE OUTREACH TO BILINGUAL AND MONOLINGUAL CARE PROVIDERS

AND TO INCREASE THE NUMBER OF LATINO FOSTER FAMILIES. THIS SMALL GRASSROOTS EFFORT HAS EXTENDED ITS INFLUENCE GAINING TRACTION IN AGENCY WIDE EFFORTS.

JUVENILE PROBATION

FOR PROBATION, THE INTRODUCTION OF CONTINUUM OF CARE REFORM (CCR) COINCIDED WITH CHANGES IN OUR ASSIGNED PLACEMENT OFFICERS AND WE CHOSE TO USE THIS AS AN OPPORTUNITY TO STRENGTHEN OUR WRAP PROGRAM, WHICH ALREADY EMBRACES THE PHILOSOPHY OF CCR, BY BLENDING IT WITH OUR PLACEMENT PROGRAM. WE ARE ALSO WORKING TO INCREASE ENROLLMENT IN OUR WRAP PROGRAM AS WELL AS OUR EVENING REPORTING CENTER. WE CONTINUE TO REFER APPROPRIATE FAMILIES TO THESE PROGRAMS AS THEY PROVIDE A HIGH LEVEL OF SERVICES TO YOUTH AND FAMILIES AT RISK OF ENTERING THE FOSTER CARE SYSTEM. THESE PROGRAMS PROVIDE YOUTH, PARENTS, AND CAREGIVERS THE SKILLS THEY NEED TO BE SUCCESSFUL IN THE COMMUNITY. WE ARE CURRENTLY DISCUSSING STRATEGIES TO INCREASE REFERRALS AND COURT ORDERS TO THESE PROGRAMS.

F. OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

CHILD WELFARE

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

1. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: [HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)
2. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2016 DATA EXTRACT, QUARTER 4 2016, RETRIEVED 3/31/16, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: [HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)

2F – MONTHLY VISITS (OUT OF HOME)

BASELINE PERFORMANCE – OF ALL CHILDREN IN CARE WHO REQUIRE AN IN-PERSON MONTHLY CONTACT BETWEEN JULY 1ST, 2011 THROUGH JUNE 30TH, 2012, 97.2% OR 1,042 VISITS OUT OF 1,072 TOTAL REQUIRED IN-PERSON VISITS. THIS IS ABOVE THE NATIONAL STANDARD OF MORE THAN 95.0%.

CURRENT PERFORMANCE - OF ALL CHILDREN IN CARE WHO REQUIRE AN IN-PERSON MONTHLY CONTACT BETWEEN JANUARY 1ST, 2015 THROUGH DECEMBER 31ST, 2015, 94.3% OR 1218 VISITS OUT OF 1292 TOTAL REQUIRED IN-PERSON VISITS. THIS IS BELOW THE NATIONAL STANDARD OF MORE THAN 95.0% OR A DIFFERENCE OF 1 MORE IN-PERSON MONTHLY VISIT COMPLETED. THIS IS A SLIGHT DECREASE IN PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS – DURING THIS TWELVE MONTH PERIOD WE HAD SIGNIFICANT PROGRAM CHANGES THAT CONTRIBUTED TO THIS MEASURE BEING SLIGHTLY BELOW THE NATIONAL STANDARD. WE HAVE HAD STAFF TURNOVER AT A VERY HIGH RATE IN ADDITION TO A NEW CHILD WELFARE DIRECTOR, RESTRUCTURING AND A PRACTICE CHANGE TO CHILD SAFETY FRAMEWORK AS OUR PRIMARY DECISION MAKING MODEL. BECAUSE OF THIS WE HAD A SUSTAINED PERIOD OF TIME WITH HIGHER THAN NORMAL CASELOADS FOR OUR SOCIAL WORKERS. THIS CORRELATES WITH THE TRENDS OUR COUNTY HAS WITH THIS MEASURE. WE HISTORICALLY ARE ABOVE THE NATIONAL STANDARD WITH MOMENTS OF SLIPPING BELOW.

MONTHLY VISITS REMAINS ONE OF OUR MOST REVIEWED DATA ALONG WITH TIMELINESS TO INVESTIGATIONS. WE REVIEW THESE MEASURES MONTHLY IN OUR CHILD LEADERSHIP TEAM MEETINGS TO ASSESS OUR PERFORMANCE AND WHERE WE NEED TO IMPROVE. IF YOU LOOK AT BOTH 2F OUT OF HOME AND 2F IN PLACEMENT YOU CAN SEE THAT WE ARE A TOP PERFORMER IN THIS AREA.

JUVENILE PROBATION

FOR THE PURPOSES OF THIS SECTION OF THIS REPORT:

3. ALL BASELINE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. OCTOBER 2012 QUARTERLY DATA REPORT, QUARTER 2, RETRIEVED 9/27/12, FROM UNIVERSITY OF CALIFORNIA AT BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL: <[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>
4. ALL CURRENT PERFORMANCE DATA IS TAKEN FROM CALIFORNIA CHILD WELFARE INDICATORS PROJECT: NEEDELL, B., WEBSTER, D., ARMIJO, M., LEE, S., DAWSON, W., MAGRUDER, J., EXEL, M., CUCCARO-ALAMIN, S., PUTNAM-HORNSTEIN, E., KING, B., MORRIS, Z., SANDOVAL, A., YEE, H., MASON, F., BENTON, C., & PIXTON, E. (2015). *CCWIP REPORTS*. APRIL 2016 DATA EXTRACT, QUARTER 4 2015, RETRIEVED 3/31/16, FROM UNIVERSITY OF CALIFORNIA AT

BERKELEY CALIFORNIA CHILD WELFARE INDICATORS PROJECT WEBSITE. URL:
<[HTTP://CSSR.BERKELEY.EDU/UCB_CHILDWELFARE](http://cssr.berkeley.edu/ucb_childwelfare)>

2F – MONTHLY VISITS (OUT OF HOME)

BASELINE PERFORMANCE – OF ALL CHILDREN IN CARE WHO REQUIRED AN IN-PERSON MONTHLY CONTACT BETWEEN JULY 1ST, 2012 THROUGH JUNE 30TH, 2013, 96.2%, OR 185 OUT OF 196 TOTAL REQUIRED IN-PERSON VISITS, TOOK PLACE. THIS IS ABOVE THE NATIONAL STANDARD OF MORE THAN 95%.

CURRENT PERFORMANCE – OF ALL CHILDREN IN CARE WHO REQUIRED AN IN-PERSON MONTHLY CONTACT BETWEEN OCTOBER 1, 2014 THROUGH SEPTEMBER 30TH, 2015, 95.3% OR 102 OUT OF 107 TOTAL REQUIRED IN-PERSON VISITS TOOK PLACE. THIS IS ABOVE THE NATIONAL STANDARD OF MORE THAN 95%. THIS IS A SLIGHT DECREASE IN PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

ANALYSIS –A REVIEW OF OUR DATA COLLECTION PROCESS AND ENTRY INTO CWS/CMS HAS REVEALED THAT WE WERE NOT CAPTURING THE FACE TO FACE CONTACTS WITH YOUTH IN CUSTODY AND AWAITING PLACEMENT. WE HAVE NOW IMPLEMENTED A PROCESS TO MAKE SURE THESE CONTACTS ARE CAPTURED APPROPRIATELY AND EXPECT TO SEE A MARKED IMPROVEMENT IN THIS MEASURE. OUR OWN CASE MANAGEMENT SYSTEM CONFIRMS THAT OUR OFFICERS MEET WITH EVERY YOUTH IN PLACEMENT EVERY MONTH, WITH THE ONLY EXCEPTION BEING AWOL YOUTH, WHO WE MAKE EVERY EFFORT TO LOCATE.

G. STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES

CHILD WELFARE SERVICES

CHILD AND FAMILY SERVICES REVIEW: CASE REVIEWS - A BRAND NEW MANDATED PROGRAM THIS YEAR IS THE CHILD AND FAMILY SERVICE REVIEW CASE REVIEW PROCESS. BOTH NAPA COUNTY CHILD WELFARE AND JUVENILE PROBATION HAVE BEEN WORKING TOWARDS FULL IMPLEMENTATION OF THIS PROCESS SINCE OCTOBER OF 2015. WE CURRENTLY HAVE ONE ANALYST FULLY CERTIFIED IN JUVENILE PROBATION SERVING AS A BACKUP CASE REVIEWER, A SUPERVISING ANALYST IN CWS SERVING AS THE MAIN CASE REVIEWER, AND A PLACEMENT MANAGER IN JUVENILE PROBATION SERVING AS OUR QUALITY ASSURANCE REVIEWER. THIS IS OUR TEMPORARY SETUP WHILE WE SEEK TO FULLY DEVELOP OUR SYSTEM AND PROGRAM. WE WILL BE ROLLING OUT THIS PROGRAM IN TWO PHASES. THE FIRST IS MERELY IMPLEMENTATION OF THE MANDATED PROCESS AS LEGISLATED. WE WILL ADHERE TO FEDERAL TIMELINES AND GUIDELINES FOR COMPLETION OF INTERVIEWS AND THE ON SIRE REVIEW INSTRUMENT. THE SECOND PHASE WILL BE AN INTERNAL PROCESS TO UTILIZE QUALITATIVE DATA TO IMPROVE PRACTICES. OUR HOPE IS THAT THIS WILL BE A VERY SUCCESSFUL TWO PRONGED PROGRAM THAT DRIVES A CONTINUOUS QUALITY IMPROVEMENT PROCESS.

CURRENTLY WE ARE FULLY STAFFED WITH TWO MORE FULL TIME ANALYSTS IN CWS WORKING TOWARDS FULL CERTIFICATION. STARTING IN APRIL OF 2016 ONE OF THESE ANALYSTS HAS PASSED THE EMERGENCY CERTIFICATION AND WILL BEGIN REVIEWING CASES AS A PRIORITY FOR THEIR POSITION WHILE THEY PURSUE FULL CERTIFICATION. IT IS OUR EXPECTATION THAT WE WILL BE FULLY OPERATIONAL WITH TWO FULL TIME ANALYSTS PERFORMING CASE REVIEWS AND THE SUPERVISING ANALYST SWITCHING ROLES TO BE THE FULL TIME QUALITY ASSURANCE REVIEWER.

RESOURCE FAMILY ASSESSMENTS - NAPA COUNTY CWS IS PREPARING FOR RESOURCE FAMILY APPROVAL (RFA) IMPLEMENTATION ON JANUARY 1, 2017. TO PREPARE, WE HAVE BEGUN OFFERING RFA TRAINING SESSIONS TO BOTH CURRENT AND PROSPECTIVE RESOURCE FAMILIES IN AN EFFORT TO PILOT THE TRAINING PROGRAM. WE HAVE ALSO CONTRACTED WITH THE BAY AREA ACADEMY (BAA) WHO IS PROVIDING TECHNICAL ASSISTANCE IN BOTH DEVELOPING TRAINING MODULES AND PROVIDING HANDS-ON TRAINING TO STAFF ON EXECUTING MODULES. BY THE END OF 2016, WE WILL HAVE PROVIDED 4 ROUNDS OF RFA PRE-SERVICE TRAINING IN BOTH ENGLISH AND SPANISH TO CERTIFY BOTH CURRENT AND NEW RESOURCE FAMILIES AS LICENSED RESOURCE HOMES. TO DATE, CWS HAS OFFERED TWO ROUNDS OF RFA TRAINING IN ENGLISH UTILIZING BOTH BAA TRAINERS AS WELL AS IN-HOUSE STAFF TO PROVIDE TRAININGS. IN JUNE 2016, WE WILL BE HOSTING RFA TRAINING IN SPANISH. ADDITIONALLY, WE ARE DEVELOPING PROGRAMMING RELATED TO RECRUITMENT AND RETENTION OF RESOURCE FAMILY HOMES INCLUDING LAUNCHING THE QUALITY PARENTING INITIATIVE AND UTILIZING CURRENT, EXPERIENCED RESOURCE FAMILIES AS MENTORS FOR NEWER RESOURCE FAMILIES.

KATIE A - THE KATIE A PROGRAM, NAMED IN NAPA COUNTY AS, PATHWAYS TO WELL-BEING, HIRED A PROGRAM SUPERVISOR AND TWO THERAPISTS. THE PROGRAM HAS IMPLEMENTED A COORDINATED SERVICES DELIVERY SYSTEM WITH CHILD WELFARE AND JUVENILE PROBATION, INCLUDING CREATING AND RUNNING CHILD AND FAMILY TEAM MEETINGS AND PROVIDING INTENSIVE CARE COORDINATION TO SUBCLASS MEMBERS. PATHWAYS TO WELLBEING IS CO-LOCATED WITHIN THE CHILD WELFARE SERVICES BUILDING AND THE PROGRAM SUPERVISOR MEETS MONTHLY WITH CHILD WELFARE TO ENSURE THAT ELIGIBLE CHILDREN HAVE BEEN IDENTIFIED AND ARE OFFERED KATIE A. SERVICES. THE MENTAL HEALTH DIRECTOR, CHIEF PROBATION OFFICER AND CHILD WELFARE DIRECTOR CONTINUE TO SUPPORT THE DEVELOPMENT OF THIS PROGRAM.

H. Five-Year SIP CHART

CHILD WELFARE

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

NATIONAL STANDARD: 40.5%

CURRENT PERFORMANCE: OF ALL CHILDREN WHO ENTERED FOSTER CARE FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 38.7% OR 29 OUT OF 75, EXITED TO PERMANENCY IN LESS THAN 12 MONTHS FROM THE DATE OF ENTRY. THIS IS BELOW THE NATIONAL STANDARD OF ABOVE 40.5% OR A DIFFERENCE OF 2 MORE CASES REACHING PERMANENCY WITHIN 12 MONTHS. THIS IS AN INCREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND CLOSER TO THE NATIONAL STANDARD.

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 79 CHILDREN WHO ENTERED FOSTER CARE FROM JULY 1, 2010 TO JUNE 30, 2011, 25 EXITED TO PERMANENCY WITHIN 12 MONTHS. THIS IS A 65.3% RATE OF REUNIFICATION WITHIN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 38.7% TO 40.5%, RESULTING IN 2 MORE CHILDREN REACHING PERMANENCY WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P4 RE-ENTRY INTO FOSTER CARE IN 12 MONTHS

NATIONAL STANDARD: 8.3%

CURRENT PERFORMANCE: OF ALL CHILDREN WHO ENTER CARE FROM JANUARY 1ST 2013 THROUGH DECEMBER 31ST 2013, AND DISCHARGED WITHIN 12 MONTHS TO PERMANENCE, 20.0%, OR 2 OUT OF 10, RE-ENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO PERMANENCE. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 8.3% RE-ENTRY OR A DIFFERENCE OF 2 MORE CHILDREN NOT RE-ENTERING IN 12 MONTHS. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE AND IS FURTHER FROM OUR TARGET IMPROVEMENT GOAL OF 4.0%.

CSA BASELINE PERFORMANCE: OF ALL CHILDREN WHO ENTERED CARE FROM JULY 1ST 2009 THROUGH JUNE 30TH 2010, AND DISCHARGED WITHIN 12 MONTHS TO PERMANENCE, 0.0%, OR 0 OUT OF 28, RE-ENTERED FOSTER CARE IN LESS THAN 12 MONTHS FROM THE DATE OF THE EARLIEST DISCHARGE TO PERMANENCE.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 20.0% TO 4.0%, RESULTING IN 2 LESS CHILDREN RE-ENTERING WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P2 PERMANENCY IN 12 MONTHS (12-23 MONTHS IN CARE)

NATIONAL STANDARD: 43.6%

CURRENT PERFORMANCE: OF ALL CHILDREN IN CARE ON THE FIRST DAY OF JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, WHO HAD BEEN IN CARE BETWEEN 12 AND 23 MONTHS, 55.0%, OR 22 OUT OF 40, WERE DISCHARGED TO PERMANENCY WITHIN 12 MONTHS. THIS IS ABOVE THE NATIONAL STANDARD OF MORE THAN 43.6%. THIS IS A DECREASE IN PERFORMANCE FROM OUR BASELINE PERFORMANCE.

CSA BASELINE PERFORMANCE: OF ALL CHILDREN IN CARE ON THE FIRST DAY OF JULY 1ST 2011 THROUGH JUNE 30TH 2012, WHO HAD BEEN IN CARE BETWEEN 12 AND 23 MONTHS, 69.2%, OR 18 OUT OF 26, WERE DISCHARGED TO PERMANENCY WITHIN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 55.0% TO 70.0%, RESULTING IN 6 MORE CHILDREN DISCHARGING TO PERMANENCE WITHIN 12 MONTHS.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P5 PLACEMENT STABILITY

NATIONAL STANDARD: 4.12

CURRENT PERFORMANCE: OF ALL CHILDREN WHO ENTER CARE FROM JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE IS 3.29 PLACEMENTS, OR 30 PLACEMENT CHANGES IN A TOTAL OF 9,118 DAYS. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 4.12. THIS IS AN INCREASED PERFORMANCE COMPARED TO OUR BASELINE PERFORMANCE.

CSA BASELINE PERFORMANCE: OF ALL CHILDREN WHO ENTER CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE IS 6.12 PLACEMENTS, OR 53 PLACEMENT CHANGES IN A TOTAL OF 8,660 DAYS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 3.29 PLACEMENTS TO 3.00 PLACEMENTS, RESULTING IN 3 FEWER PLACEMENT CHANGES WITHIN 12 MONTHS.

JUVENILE PROBATION

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)
NATIONAL STANDARD: 40.5%

CURRENT PERFORMANCE: OF ALL CHILDREN DISCHARGED FROM FOSTER CARE TO REUNIFICATION FROM JANUARY 1ST 2014 THROUGH DECEMBER 31ST 2014, WHO HAD BEEN IN FOSTER CARE FOR 8 DAYS OR LONGER, 33.3%, OR, 5 OUT OF 15 EXITED TO PERMANENCY IN LESS THAN 12 MONTHS FROM THE DATE OF ENTRY. . THIS IS A DECREASE IN OUR PERFORMANCE

CSA BASELINE PERFORMANCE: ACCORDING TO THE OCTOBER 2012 QUARTERLY DATA REPORT (QUARTER 2 OF 2012), OF THE 21 YOUTH WHO ENTERED CARE FROM JULY 1, 2010 TO JUNE 30, 2011, 11 EXITED TO PERMANENCY WITHIN 12 MONTHS. THIS IS 52.4 % EXITING TO PERMANENCY IN 12 MONTHS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY JUVENILE PROBATION WILL IMPROVE PERFORMANCE ON THIS MEASURE FROM 33.3% TO 40.5%.

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR: P5 PLACEMENT STABILITY

NATIONAL STANDARD: 4.12

CURRENT PERFORMANCE: OF ALL CHILDREN WHO ENTERED CARE FROM JANUARY 1ST 2015 THROUGH DECEMBER 31ST 2015, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE WAS 2.25, OR 5 PLACEMENT MOVES IN 2,217 DAYS. THIS IS ABOVE THE NATIONAL STANDARD OF LESS THAN 4.12. HOWEVER, IT IS AN INCREASE IN PLACEMENT CHANGES FROM OUR BASELINE PERFORMANCE.

CSA BASELINE PERFORMANCE: OF ALL CHILDREN WHO ENTERED CARE FROM JULY 1ST 2011 THROUGH JUNE 30TH 2012, THE RATE OF PLACEMENT CHANGE PER PLACEMENT DAYS AVAILABLE WAS 1.57, OR 2 PLACEMENT MOVES IN 1,995 DAYS.

TARGET IMPROVEMENT GOAL: NAPA COUNTY PROBATION WILL IMPROVE PERFORMANCE ON THIS MEASURE BY REDUCING THE NUMBER OF PLACEMENT CHANGES FROM 2.25 TO 2.

TARGET IMPROVEMENT GOAL: NAPA COUNTY WILL INCREASE THIS MEASURE BY 1 CHILD RESULTING IN A 70% PLACEMENT RATE.

ATTACHMENT 1 – FIVE-YEAR SIP MATRIX

CHILD WELFARE		
Strategy 1: Increase collaboration with the Latino Community	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification, Re-entry, Placement Stability Adoption (OCAP)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Recruit and increase the number of bilingual/bi-cultural foster and adoptive homes	July 2013 – Ongoing Completed and On-going	Adoption and Licensing Supervisor
B. Provide PRIDE training in Spanish to prospective foster and adoptive parents.	September 2013 – Ongoing Completed	Adoption and Licensing Supervisor
C. Work with KSSP contractor to ensure KSSP services and printed materials are available in Spanish.	November 2013 – Ongoing Completed	Staff Services Analyst
D. Ensure that appropriate referrals of Latino families are made by staff to culturally appropriate programs i.e., faith based programs and the Family Resource Centers	July 2014 – Ongoing Completed and On-going	Staff Services Analyst
E. Develop and sustain relationships with key service providers in the Latino community	July 2013 – Ongoing Initiated and On-going	Child Welfare Director and Assistant Child Welfare Directors

Strategy 2: Increase family engagement through more systematic facilitated family meetings with continued focus on Safety Organized Practice-Child Safety Framework	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop a Family Meetings policy outlining Napa County's practice standardizing the key decision points where these meeting should occur.	July 2013 – January 2014 August 2015 August 2016	Family Meetings Supervisor
B. Implement training to staff regarding the developed policy	March 2014 October 2015 –October 2016	Program Supervisors
C. Implement the policy	April 2014 December 2015 December 2016	Program Supervisors
D. Review and evaluate the efficacy of the policy	January 2015 – biannually July 2016 July 2017 - Biennially	Staff Services Analyst

Strategy 3: Implement a structured system of case reviews for all cases involving a re-entry	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Develop and refine a process to identify families who re-enter the Child Welfare System	July 2013 – December 2013 Completed and On-going	Staff Services Analyst
B. Conduct monthly case reviews of families who re-enter the Child Welfare System	July 2013 – Monthly Completed and On-going	Child Welfare Director
C. Identify themes and make recommendations for practice changes	October 2013 – Monthly Completed - To be assessed on an on-going basis	Staff Services Analyst
D. Implement practice changes	January 2014 – Ongoing To be implemented on an on-going basis	Program Supervisors

Strategy 4: Develop a domestic violence collaborative with partner agencies in the community.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Convene an interagency workgroup to identify systemic changes, staff resources, and training needs required	October 2013 — Ongoing Completed and On-going	Emergency Response Supervisor
B. Develop a collaborative protocol for responding to and supporting families where domestic violence occurs	January 2014 — December 2014 Completed	Emergency Response Supervisor
C. Educate and train staff and partners on the protocol	January 2015 — March 2015 Completed	Emergency Response Supervisor
D. Implement the protocol	April 2015 Completed	Program Supervisors

E. Evaluate the implementation of the protocol and the effectiveness as determined by the domestic violence collaborative	April 2016 - Ongoing	Staff Services Analyst
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Strategy 5: Strengthen concurrent planning practices.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Form concurrent planning workgroup. Adopt a concurrent planning philosophy and identify opportunities to embed concurrent planning practices within the current Child Welfare structure.	September 2013 – June 2015 Completed	Assistant Child Welfare Director
B. Develop a written policy and procedure	July 2015 – December 2015 Completed	Program Supervisor
C. Identify training needs and opportunities for staff	July 2014 – Ongoing Completed and On-going	Program Supervisor
D. Review and evaluate the efficacy of the policy	July 2016 and biannually	Staff Services Analyst

Strategy 6: Develop a formal Family Finding practice	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research available family search databases to be used to locate and connect with family members of foster children. Select the most useful database and develop contract/service agreement to utilize in family finding.	July 2013 – June 2014 Completed	Program Supervisor
B. Identify available funding sources to support family finding efforts including staffing costs.	July 2014 Completed	Program Supervisor
C. Develop a procedural guide and best practice tool.	December 2014 August 2015 August 2016	Program Supervisor
D. Provide training to staff regarding the developed procedural guide	March 2015 September 2015 September 2016	Program Supervisor

<p>E. Evaluate practices by monitoring numbers of children placed with relatives and Non Related Extended Family Members as well as the number of relatives/NREFMs identified as connections for youth.</p>	<p>July 2015 and biannually July 2016 and Biennially July 2017 and Biennially</p>	<p>Staff Service Analyst</p>
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Strategy 7: Strengthen wraparound services by reviewing current wraparound program and identifying areas for enhancement including restructuring	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Evaluate current program to identify systemic strengths and needs	July 2013 – March 2014 Completed	Wraparound Supervisor
B. Develop strategies to address identified needs	July 2013 – March 2014 Completed	Wraparound Supervisor
C. Develop policies and procedures on a flow basis according to priorities, including modifications to the policies and procedures as the program is implemented.	January 2014 – December 2015 Completed and On-going	Wraparound Supervisor
D. Train staff to developed policies and procedures	April 2014 – Ongoing Completed and On-going	Wraparound Supervisor
E. Implement identified program changes once the program has begun; modify policies and procedures as needed (See Action Step C).	April 2014 – Ongoing Completed and On-going	Wraparound Supervisor

F. Adopt a plan to monitor program outcomes based upon established evidence based practices	January 2015 January 2017 - Ongoing	Staff Services Analyst
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Strategy 8: Increase placement options within Napa County for older youth, siblings and children and youth with special needs.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-entry Placement Stability Adoptions
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Research best practices and emerging successful practices around targeted recruitment of caregivers	March 2015 – April 2016 April 2017	Licensing Supervisor
B. Engage stakeholders and community partners, including leaders in the faith based community, in the development of a community specific targeted recruitment and retention plan	April 2016 – June 2016 December 2016	Licensing Supervisor
C. Implement the plan	July 2016 January 2017 - Ongoing	Licensing Supervisor
D. Monitor the total number of placement homes available to the identified population	January 2017 June 2017	Staff Services Analyst

Strategy 9: Continue to develop formal infrastructure for the Adoption Program and internal goals to monitor effectiveness.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Placement Stability Adoption (OCAP)
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
A. Implement a system of case staffing/consultation required within 4 weeks of new entries into foster care to discuss concurrent planning options and clarify roles and responsibilities, including the scheduling of future staffing/consultations.	July 2013 Completed	CWS Assistant Director and Program Supervisor
B. Convene a quarterly concurrent planning workgroup to identify issues/themes emerging from case staffing/consultations and recommend solutions and actions to address concerns.	December 2013 — Ongoing Completed and On-going	CWS Assistant Director and Program Supervisor
C. Initiate the contracting process for Napa County to assume fiscal responsibility for contracts for post-adoption services in lieu of CDSS, including negotiating expectations and deliverables.	March 2014 No longer a viable option	CWS Assistant Director and Staff Services Analyst
D. Continually assess the need for concurrent planning and adoption training and collaborate with the Bay Area Academy to meet identified needs.	January 2014 Completed and On-going	Program Supervisors
E. On an ongoing basis, identify areas where written policies and procedures are needed and draft them as needed.	July 2013 and ongoing Completed and On-going	Program Supervisors

<p>F. Evaluate the administration of AAP benefits by developing and implementing an internal audit process for AAP cases.</p>	<p>July 2013 – Annually thereafter Completed</p>	<p>Program Supervisor and Quality Management Staff</p>
<p>G. Develop methods to evaluate client satisfaction with adoption services (accessibility, matching process, support through adoption process, etc.)</p>	<p>October 2014 – ongoing Completed and On-going</p>	<p>Program Supervisor</p>

Strategy 10: Improve collaboration with communities outside of the City of Napa	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Re-Entry Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Identify key stakeholders in each community	July 2014 July 2015 Completed and On-going	Child Welfare Director
B. Conduct initial meetings in each community to hear and share concerns and mutually develop plans to address them	July 2014 – June 2015 July 2015 – June 2016 January 2017 – December 2017	Child Welfare Director
C. In partnership with stakeholders, identify actions necessary to strengthen positive working relationships	July 2014 – June 2015 July 2015 – June 2016 January 2017 – December 2017	Child Welfare Director
D. Establish a feedback loop to ensure sustained, positive working relationships	July 2015 – Ongoing July 2016 – On-going January 2018 and On-going	Child Welfare Director

Strategy 11: In collaboration with Napa County Children’s Mental Health, implement the requirements of the Katie A lawsuit, identifying areas where service integration would lead to positive client outcomes.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability Adoption
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Form a county Implementation Team including community members who have had experience with child welfare and/or mental health services.	July 2013 Completed and On-going	CWS & MH Directors
B. Through a partnership between mental health and child welfare, design a coordinated services delivery system for children, youth and families served by both agencies to include services specified by the Katie A settlement.	July 2013 – January 2014 Completed and On-going	County Katie A Implementation Team and Subcommittees
C. Cross train child welfare and mental health staff on the promising practices, the Core Practice Model and implementation plan.	September 2013 – January 2014 Implemented and On-going	Assistant CWS Director and Assistant MH Director
D. Develop or adopt evaluation tools and evaluate the effectiveness of the coordinated service delivery system.	July 2014 and ongoing December 2015 and On-going December 2016 and On-going	Staff Services Analysts from CWS and MH Divisions

PROBATION		
<p>Strategy 12: Add an additional component to the screening process that requires more extensive relative assessments and engagement earlier in the wardship process. Current practice is to begin the relative search once removal from the home is inevitable. Beginning this process earlier to engage the support of extended family in community treatment and supervision may prevent the need for removal or limit the time in care.</p>	<input checked="" 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): Family Reunification</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Review current Relative Assessment program to identify areas for enhancement including restructuring</p>	<p>June 2013 – December 2013 Completed and ongoing</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors, Program Manager</p>
<p>B. Develop implementation strategies to strengthen current program</p>	<p>October 2013 – March 2014 October 2015 Ongoing</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors, Program Manager</p>
<p>C. Develop policies to support program</p>	<p>June 2013 – December 2014 October 2015 – January 2016 April 2016-December 2016</p>	<p>Chief Deputy Probation Officer, Investigations and Placement Supervisors, Program Manager</p>

<p>D. Train staff to implement policies.</p>	<p>January 2015 – June 2015 January 2016-June 2016</p>	<p>Investigations and Placement Supervisors</p>
<p>E. Implement Relative Assessment program</p>	<p>July 2015 - ongoing</p>	<p>Investigations and Placement Supervisors, staff</p>
<p>F. Evaluate Relative Assessment program and which placements have the best outcomes for youth.</p>	<p>January 2016 - ongoing</p>	<p>Investigations and Placement Supervisors</p>

<p>Strategy 13: Create more opportunities for probation officers to meet with youth and families in placement Increase parent/guardian and family contact and engagement while youth are in out of home care and develop methods to incorporate other natural supports from the youth’s community. Develop methods to incorporate natural supports from the youth’s community. <i>(This strategy has been combined with Strategy 16 as recommended and discussed with former CDSS representative, Lisa Botzler)</i></p>	<input checked="" type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<p>Action Steps:</p>	<p>Timeframe:</p>	<p>Person Responsible:</p>
<p>A. Review current family contact policy to identify areas for enhancement including restructuring</p>	<p>June 2013 – December 2013 Completed and ongoing</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer, Program Manager</p>
<p>B. Develop implementation strategies to strengthen current policy and practice</p>	<p>October 2013 – March 2014 Completed and ongoing</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer, Program Manager</p>
<p>C. Develop policies to support practice</p>	<p>June 2013 – December 2014 May 2015 – December 2015 April 2016-December 2016</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer, Program Manager</p>
<p>D. Train staff to implement policies and practice</p>	<p>January 2015 – June 2015 When policy is complete</p>	<p>Placement Supervisor</p>
<p>E. Implement</p>	<p>July 2015 – ongoing, When policy is complete</p>	<p>Placement Supervisor, Placement Officers</p>

F. Evaluate	When policy is complete	Placement Supervisor
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Strategy 14: Work with programs and treatment centers to create flexibility in programming so youth may reunify sooner by transitioning to community treatment without compromising the safety of the youth or the community	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with current treatment centers to share vision and goals for youth	July 2013 - ongoing	Placement Supervisor, Placement Officers
B. Create a workgroup and develop goals for treatment programs to support family reunification	August 2013 – November 2013 Ongoing as we add new programs	Placement Supervisor, Placement Officers
C. Implement new goals	January 2014 - ongoing	Placement Supervisor, Placement Officers
D. Evaluate by tracking the community based services provided to each youth and determine if they improve reunification outcomes for youth.	June 2014 – ongoing Changes in staffing have created the need to start this process again. May 2015 – January 2016 April 2016-Ongoing	Placement Supervisor

Strategy 15: Consider placement options in Napa County or in neighboring counties and develop a plan to work with these programs on meeting our department's needs and expectations	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Meet with identified placement facilities on an ongoing basis to share department's needs and expectations	June 2013 - ongoing Completed-several meetings took place prior to the unexpected closing of this facility	Placement Supervisor, Placement Officers
B. Evaluate by monitoring which placements have the best outcomes for youth.	July 2014 – ongoing There are currently no residential treatment facilities in Napa County	Placement Supervisor

<p>Strategy 16: Increase parent/guardian and family contact and engagement while youth are in out of home care and develop methods to incorporate other natural supports from the youth's community. <i>(This strategy has been combined with Strategy 13 as recommended and discussed with former CDSS representative, Lisa Botzler)</i></p>	<p><input checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Review current family contact policy to identify areas for enhancement including restructuring</p>	<p>January 2014 — March 2014</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer</p>
<p>B. Develop implementation strategies to strengthen current policy and practice</p>	<p>April 2014- July 2014</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer</p>
<p>C. Develop policies to support practice</p>	<p>August 2014 — December 2014</p>	<p>Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer</p>
<p>D. Train staff to implement policies and practice</p>	<p>January 2015 — ongoing</p>	<p>Placement Supervisor</p>

E. Implement revised family contact policy.	January 2015 -- ongoing	Placement Supervisor, Placement Officers
F. Evaluate by monitoring which placements have the best outcomes for youth.	July 2015 -- ongoing	Placement Supervisor

Strategy 17: Develop timely and more detailed concurrent plans for youth and increase level of the youth's involvement in the process	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Family Reunification Placement Stability
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
A. Review current policy to identify areas for enhancement including restructuring	June 2013 – October 2013	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer, Program Manager
B. Develop implementation strategies to strengthen current policy and practice	November 2013 – February 2014 December 2014 Partially completed and ongoing	Chief Deputy Probation Officer, Placement Supervisor, Senior Placement Officer, Program Manager
C. Develop policies to support practice	March 2014 – May 2014 March 2015 – December 2015 April 2016-December 2016	Chief Deputy Probation Officer, Placement Supervisor; Senior Probation Officer, Program Manager
D. Train staff to implement policies and practice	June 2014 – August 2014 April 2015 – December 2015 April 2016-December 2016	Placement Supervisor
E. Implement more timely concurrent plans for youth and increase level of youth involvement in case plans.	September 2014 - ongoing	Placement Supervisor, Placement Officers

F. Evaluate by monitoring concurrent plans and track if youth outcomes are improved.	March 2015 - ongoing	Placement Supervisor
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