

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

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County: Alameda County

TITLE IV-E CALIFORNIA WELL-BEING PROJECT PLAN

COUNTY PROFILE

Alameda County is the seventh most populous county in California with a population of approximately 1,510,271 residents. The County consists of 14 incorporated cities and several unincorporated communities. Oakland is the seat of County government and the largest city in the County of Alameda. The County is racially and ethnically diverse. According to the US Census, there is no one racial/ethnic group that is a majority in the County. The youth population (age 10-17) of the County is approximately 149,857 or 10 percent of the total population.¹

Race, Language, & Education

Looking at the population by race in 2010, the largest share of the population was held by Whites at 43.0%. Asian was the second largest group at 26.1%, followed by African American (12.6%), Native Hawaiian and Other Pacific Islander (0.8%), American Indian/Alaskan Native (0.6%), and just over 10% were of another race. Six percent of the population identified as being two or more races, and 22.5% of the population identified as having Hispanic or Latino heritage.² Among other factors, the county's child population will help to shape the future of the total county population. In 2010, Hispanic/Latino was the largest ethnic group in the county with 108,652 children. Asian Americans were the next largest group of children with a population of 85,455, followed by Whites (75,901), African Americans (40,096), multiracial (22,990), Native Hawaiian/Pacific Islander (3,227), and American Indian (878) children.³

With the presence of a diverse population, it is not surprising that there are also many languages spoken in Alameda County. In 2012, 43.3% of individuals ages 5 and older spoke a language other than English at home, with Spanish / Spanish Creole (17.0%) and Asian and Pacific Islander languages (17.7%) being the most common.⁴ Depending on a child's English proficiency, this is an important factor to consider in education. Within public schools in Alameda County, there has been a decrease of 2.0% in the number of students identified as English learners⁵ from 2008 - 2012 (down to 35,254 students).⁶

¹ 2013-CA Dept. of Finance: 2010-2060 – Pop. Projections by Race/Ethnicity, Detailed Age, & Gender.

² U.S. Census Bureau, 2010 Census

³ California Department of Finance, Estimates of Race/Ethnic Population with Age and Gender Detail, 1990-1999, 2000-2010. Accessed at Kidsdata.org.

⁴ US Census, 2012 American Community Survey 1-Year Estimates <http://factfinder2.census.gov>

⁵ "English Learners" describes students with a primary language other than English and who lack the defined English language skills of listening comprehension, speaking, reading, and writing necessary to succeed in a school's regular instructional programs

⁶ California Dept. of Education, English Learners by Grade and Language Data Files, <http://www.cde.ca.gov/ds/sd/sd/fileselsch.asp> (Feb. 2013). Accessed at Kidsdata.org

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In 2012, 13.1% of Alameda County public high school students who entered 9th grade in 2008 had dropped out of school. This is based on a four-year adjusted cohort dropout rate, and is the same rate as California's.⁷

Poverty & Housing

Rental housing in the county is relatively expensive. In 2013, the fair market rent for a 2 bedroom unit was \$1,361, a 5.1% increase from 2009. For a 3 bedroom unit, the fair market rent was \$1,901.⁸ The expense of housing causes difficulties for the county population, because the percentage of children living in poverty—who are in families without the means to afford it—has increased from 15% in 2005 to 17.4% in 2012.⁹ American Community Survey data for 2012 shows that 13.9% of families in the county with related children under age 18 were living in poverty as opposed to 19.3% of families statewide.⁴

Despite the presence of poverty and the high cost of housing, the overall homeless population in Alameda County decreased 16% between 2003 and 2013 by 817 people. In 2013, approximately 32% of the homeless population were members of a “household” with children.¹⁰ Stakeholders reported during the County Self Assessment (CSA) that families and single men have experienced a shortage of shelter space in the county.

Child Welfare Needs

Between 2007 and 2012, the number of child abuse and neglect referrals decreased by 15%, from 13,171 to 11,179.¹¹ The number of substantiated referrals decreased by 52.8%, while unfounded dispositions increased by 12.2%. African American children, compared to other ethnic groups, continued to have the highest share of all referrals as well as those that include a substantiated allegation. When considering the most serious allegation type within referrals, in 2012, physical abuse was the most common allegation and was found in 3,934 referrals, followed by general neglect (3,468), sexual abuse (1,520), emotional abuse (1,483), and caretaker absence/incapacity (498). However, when considering the most serious allegation type for *substantiated* referrals during 2012, the most common allegation type was general neglect (277), followed by caretaker absence/incapacity (240), physical abuse (136), sexual abuse (88), severe neglect (68), and emotional abuse (37).

⁷ California Dept. of Education, California Basic Educational Data System (CBEDS), <http://www.cde.ca.gov/ds/sd/sd/filescohort.asp> (Nov 2013). Accessed at Kidsdata.org.

⁸ U.S. Department of Housing and Urban Development, Fair Market Rent, <http://www.huduser.org/datasets/fmr.htm> (Nov. 2012). Accessed at Kidsdata.org

⁹ U.S. Census Bureau, American Community Survey (Oct 2013). Children in Poverty (Regions of 65,000 Residents or More). Accessed at KidsData.org

¹⁰ 2013 Alameda Countywide Homeless Count and Survey Report (July 2013). Prepared by Focus Strategies. http://www.everyonehome.org/media/resources_homeless-count13.pdf

¹¹ Data provided under this section was retrieved from the 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., Sandoval, A., Yee, H., Mason, F., Benton, C., Pixton, E., Lou, C., Peng, C., King, B., & Lawson, J. (2014). *CCWIP reports*. http://cssr.berkeley.edu/ucb_childwelfare

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The number of children entering foster care for the first time in 2012 was a decrease of 39.8% in comparison to entries in 2007. Within that overall decrease, all ages and ethnicities also declined. However, disproportionate entry rates persist, as African American children were 47.7% of the first entries in 2012, compared with White children, the second highest group, at 26.7%.

The total child welfare caseload decreased by 1,446 children (42.6%) between 2007 and 2012. With the exception of Native American children, all ethnic groups have experienced a decrease over this time period. However, African American children remain the largest percentage of the caseload at 54.7%.

On April 1, 2014, there were 1,686 youth in a child welfare placement. Of those youth, 446 (or 26.4%) were non-minor dependents ages 18 and older. This is one of the highest percentages statewide.

Probation

Alameda County Probation Department (ACPD) original waiver began in 2007 when Probation Department had approximately 231 youth in out of home care. Over the last seven years, ACPD has reduced its point in time placement census by 24%. Through implementing the new strategies and interventions, it is anticipated that additional reductions will occur in the utilization of group home care. Interventions are intentionally family focused that aim to improve family functioning and are evidence based efforts to reduce recidivism and avoid removal from the home to group home placements. By the end of year one, ACPD will reduce group home placements to yield a 37% reduction with continued, gradual decrease in reliance on group home care.¹²

ACPD received a total of 4052 referrals in calendar year 2013, which is a 14% reduction in referrals from 2012. Approximately 2,100 youth were supervised by probation at various levels of probation in 2013. Of the total number of referrals, 77% are male and 23% are female offenders. A disproportionate amount of youth of color referred to the Juvenile Court and Probation exists. The Department has taken a pro-active stance and completed a system assessment with the assistance of national experts and will continue to strategize intentionally on addressing the issue of racial and ethnic disparities with their assistance.

Goals & Outcomes

The IV-E Waiver goals were first developed with the intent to strategically invest in programs that affect the level of care and the time that youth spend in foster care. The Department has experienced success with the changes made under the initial Title IV-E Waiver. Strategies planned for the current SIP and this County Plan were considered for their potential impact on an identified Waiver goal.

¹² ACPD

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Alameda County's Waiver Goals are:

- Reduce the number of children entering foster care by increasing the availability of early intervention/prevention strategies
- Increase the number (percentage) of children appropriately placed in relative homes (reducing unnecessary group home care)
- Increase the percent of children who are reunified safely, permanently, and timely; thus, reducing the percentage of children who must re-enter foster care
- Increase the percent of timely adoptions and guardianships
- Enhance services for emancipating (also known as transition age) youth

Probation Goals & Outcomes

Alameda County Probation Department has been committed to expanding and building support services aimed to improve system changes that impact youth who are at risk of removal, and their families while achieving the identified Title IV-E goals:

- Reduce the number of youth in out-of-home placements;
- Provide the least restrictive level of placement, when out-of-home placement is necessary; and
- Promote family preservation and family reunification

Strategies to reduce the number of out-of-home placements remain in effect and are being expanded to include utilization of Wraparound, Collaborative Court and Parenting with Love and Limits (PLL). Title IV-E Waiver dollars are being used to enhance services through staffing, collaborative partnerships and operational development. Several strategies have been and will continue to be utilized to achieve these goals and include Screening for Out-of-Home Services (SOS), Family Preservation Unit, transitional services from detention and out-of-home placement. Additionally, other efforts that include increased family engagement include the completion of thorough social histories that include results from detention and criminogenic risk/needs assessments for the purposes of identifying prevention services and developing individualized supervision case plans to prevent youth from escalating into out-of-home care.

As a planned strategy to reduce the number of youth in group home placements ACPD is implementing the use of models that increase family engagement and bring the family voice as a means of developing stronger supervision case plans and to increase utilization of alternate placements to a group home facility. Strategies aimed at increasing the number of youth placed in a least restrictive setting include the use of foster home placements in lieu of group home placement with additional therapeutic services.

Social Services – Probation Structure

The Title IV-E Waiver Executive Team (WET) is an interdepartmental collaboration comprised of representatives from the Department of Children and Family Services (DCFS), Probation Department, Alameda County Social Services Agency's Finance

Department and Program Evaluation and Research Unit, Behavioral Health Care Services, and Casey Family Programs.

The current WET meets monthly to discuss new and existing strategies, the progress made towards goals and objectives, and related planning needs. The Executive Team has prepared for this County Plan by evaluating strategies used under the prior Waiver, and assessing evidence based practices that could be implemented during the next Waiver phase.

OTHER KEY INITIATIVES AND PILOT DEMONSTRATIONS

Children & Family Services

DCFS is engaged in multiple initiatives designed to help us accomplish the goals of the waiver. DCFS is involved in the rolling out the Katie A Practice Model, a state mandate to insure that all youth are assessed and receive the appropriate level of mental health treatment and support. The model also incorporates full family engagement, with the utilization of Children and Family Team Meetings to allow for family decision making regarding the youth's mental health needs. Listed below are a few additional initiatives and pilots that DCFS is currently engaged.

Implementation Science

DCFS is engaged in an "Implementation Science Project" with the Casey Family Programs to integrate and plan for the success of the county's multiple initiatives including Safety Organized Practice. It is expected that the tenets of Implementation science will be embedded in the delivery of all new practices embraced/ initiatives of the department.

Permanency Roundtables (PRT)

DCFS has begun Permanency Roundtables (PRT), with the goal of achieving permanency for youth lingering in foster care through professional case consultations. Two series of PRTs have been held, and a third round will be held by the end of 2014. The PRT process includes an evaluation reviewing the permanency status at the time of the PRT along with the defined action items. The plan is to have a review meeting after 90 days to see what the permanency status is and if there are still action items that need to be addressed. It is the goal of DCFS to utilize PRT's as another vehicle to seek permanency for youth.

Making Proud Choices (MPC)

In 2011, DCFS partnered with The National Campaign to Prevent Teen and Unplanned Pregnancy and the American Public Human Services Association (APHSA) with support from the Annie E Casey Foundation and a network of child welfare and teen pregnancy professionals and state and local teams to adapt and implement an evidence-based pregnancy prevention curriculum for youth in out of home care called Making Proud Choices (MPC). This 10 module/ 750 minute curriculum provides youth in out of home care with the knowledge, confidence and skills necessary to make informed choices. The goal of MPC is to empower young adolescents to change their behavior in ways

that will reduce their risk of an unplanned pregnancy or becoming infected with HIV and other STDs. Thus far over 100 Alameda County youth have been trained in the MPC curriculum. DCFS continues to utilize staff and community partners as trainers for the curriculum.

Continuous Quality Improvement (CQI)

DCFS is working to implement CQI, with the expected impacts of a better alignment of work to outcomes and increased data integration – allowing the agency’s programs and services to better meet goals & objectives. With CQI, DCFS will show improved accountability and staff morale, a refined service delivery process, flexibility to meet needed changes, enhanced information management, client tracking and documentation, and means to determine and track program integrity and effectiveness.

Youth at Risk of Homelessness Grant

DCFS is currently one of eighteen sites that were awarded a two year planning grant to develop a service delivery system to current and former foster youth age 14-21. DCFS is completing year one of the planning process and is currently developing a typology of youth that experience homelessness upon their exit from child welfare in Alameda County, in order to create a theory of change and logic model. DCFS plans to compete for an implementation grant when the planning process is complete.

In addition to specific department strategies, DCFS is also working in partnership with Alameda County Probation on the *Georgetown Juvenile Justice Reform Cross-Over Youth Project Model* and the *Sierra Health Positive Youth Justice Initiative*.

Probation

Alameda County Probation Department is currently involved in key initiatives that focus on crossover youth, or youth who have had involvement in both child welfare and probation systems. Through these identified efforts, it is anticipated that fewer crossover youth will escalate into removal into out-of-home care through the juvenile justice system. Additionally, it is anticipated that an increased number of youth will benefit from diversionary and informal probation services through increased family engagement, a positive youth development approach and through being a trauma informed and responsive system. Both strategies have had the involvement of the Juvenile Court stakeholders and key members have been involved through the development of strategies for implementation. Probation will be coordinating with Social Services Agency on efforts and strategies to address youth who have been victimized and sexually exploited commercially. These coordinated efforts will be developed within the first two years of the project.

PYJI

The Positive Youth Justice Initiative (PYJI) is a grant funded initiative sponsored by the Sierra Health Foundation. PYJI aims to advance local juvenile justice systems to improve education, employment, social and health outcomes for youth involved in both the juvenile justice and child welfare systems (crossover youth). Alameda County’s PYJI structure consists of over 25 representatives from Alameda County agencies, local

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government, community based organizations, parent and youth perspectives and other key system stakeholders. All PYJI general body members are committed to improving the experiences of crossover youth and their families in the juvenile justice system. This is achieved through the implementation of best practices of Trauma Informed practices, Wraparound Services, and employing Positive Youth Development practices.

CYPM (Crossover Youth Practice Model)

A joint effort with Child Welfare includes the implementation of the Crossover Youth Practice Model within the juvenile justice system that will serve as a model that allows for enhanced partnership between Probation and Children and Family Services. This practice model is an effort to utilize the least restrictive care for youth crossing over into the juvenile justice system and improve coordinating services for youth who become involved in both systems.

Trauma

ACPD will be training probation staff along with some community and court stakeholders on *Think Trauma* training that includes components of trauma and delinquency, impact of trauma on development, coping strategies and vicarious trauma, organizational stress and self-care. This training will be followed by historical trauma training. Lastly, ACPD will then implement the Trauma Affect Regulation Guide for Education and Therapy (TARGET) screening, assessment and short intervention as a pilot with a few community based agencies and probation supervision units.

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SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM) (CHILD WELFARE)

Specific elements of this model include engagement, assessment, behaviorally based case planning, transition and monitoring/adapting.

Key Practice Components

Elements of the Model (Tools)	Engagement	Assessment	Service Planning and Implementation	Monitoring and Adapting	Transition
Motivational Interviewing	X	X		X	X
Solution-Focused Interviewing/Practice	X	X	X	X	X
Cultural Humility	X	X	X	X	X
Appreciative Inquiry	X	X	X	X	X
Trauma-Informed Practice	X	X	X	X	X
Structured Decision Making		X	X		X
Family/Child Teams and Networks of Support	X	X	X	X	X
Strategies for engaging children, capturing the children's voice and perspective in decision-making	X	X	X	X	X
Safety Mapping/Information and Consultation Framework	X	X	X	X	X
Partnership-Based Collaborative Practice			X	X	X
Effective safety planning at foster care entry and exit		X	X		X
Case Teaming	X	X	X	X	X

WRAPAROUND (PROBATION)

Wraparound is a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and family. Specific elements of the Wraparound model will include teaming, engagement, individualized strength based case planning, and transitions.

Key Practice Components

Phase	Description
Phase 1 Engagement and Team Preparation	During this phase, the groundwork for trust and shared vision among the family and wraparound team members is established, so people are prepared to come to meetings and collaborate. During this phase, the tone is set for teamwork and team interactions that are consistent with the wraparound principles, particularly through the initial conversations about strengths, needs, and culture. In addition, this phase provides an opportunity to begin to shift the family’s orientation to one in which they understand they are an integral part of the process and their preferences are prioritized. The activities of this phase should be completed relatively quickly (within 1-2 weeks if possible), so that the team can begin meeting and establish ownership of the process as quickly as possible.
Phase 2 Initial Plan Development	During this phase, team trust and mutual respect are built while the team creates an initial plan of care using a high-quality planning process that reflects the wraparound principles. In particular, youth and family should feel, during this phase, that they are heard, that the needs chosen are ones they want to work on, and that the options chosen have a reasonable chance of helping them meet these needs. This phase should be completed during one or two meetings that take place within 1-2 weeks, a rapid time frame intended to promote team cohesion and shared responsibility toward achieving the team’s mission or overarching goal.
Phase 3 Implementation	During this phase, the initial wraparound plan is implemented, progress and successes are continually reviewed, and changes are made to the plan and then implemented, all while maintaining or building team cohesiveness and mutual respect. The activities of this phase are repeated until the team’s mission is achieved and formal wraparound is no longer needed.
Phase 4 Transition	During this phase, plans are made for a purposeful transition out of formal wraparound to a mix of formal and natural supports in the community (and, if appropriate, to services and supports in the adult system). The focus on transition is continual during the wraparound process, and the preparation for transition is apparent even during the initial engagement activities.

INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

CHILD WELFARE

INTERVENTION #1	
SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM)	
Is SOP / CPM a System Improvement Plan (SIP) Strategy?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goals will be targeted by the intervention above:	
<ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	Children and families involved, or at risk of involvement in the child welfare system.
Geographic Area	Alameda County
Expected short and long term outcomes	<ul style="list-style-type: none"> • Implement trauma informed practice • Increase the percent of children reunified safely, permanently and timely • Reduce the number of children who must re-enter foster care. • Increase staff knowledge of SOP • Staff will increase their knowledge of safety planning/mapping and create safety plans/maps with families • Parent participation in the case plan development process will increase • Staff and families will increase the percentage of case plans that include behaviorally based objectives
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Contracts for training staff will need to be developed. If determined necessary, contracts for coaching of supervisors will also be developed to ensure successful implementation of SOP.
Projected Number of Children and Families to be Served	
Plan Year 1	0

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Plan Year 2	25% of Alameda County children & families involved in the child welfare system
Plan Year 3	50% of Alameda County children & families involved in the child welfare system
Plan Year 4	75% of Alameda County children & families involved in the child welfare system
Plan Year 5	100% of Alameda County children & families involved in the child welfare system
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Determine Implementation Plan by Division Contract for training services Train staff on SOP. Provide participatory case plan training to staff, to support successful SOP implementation.
Plan Year 2	Incorporate SOP into case management practice
Plan Year 3	Monitor the implementation of case plan improvement action steps by administering a survey of staff after their participation in the case plan training & monitoring the quality and number of case plan objectives. Survey staff using SOP 1 year after implementation to gather information about practice & inform management of additional training needs.
Plan Year 4	Continued monitoring and training regarding SOP
Plan Year 5	Continued monitoring and training regarding SOP
Evaluation	
What tool will you be utilizing to track this measure?	Case Plan objective monitoring CWW surveys 1 year post implementation Family feedback
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

CHILD WELFARE

OPTIONAL INTERVENTION #2	
INTERVENTION: Evidence Based Parent Training Program (such as Triple P) Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being	

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<input type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	Children & families involved in, or at risk of involvement with the child welfare system.
Geographic Area	Alameda County
Expected short and long term outcomes	<ul style="list-style-type: none"> • Increase parents' competence in promoting healthy development and managing common behavior problems and developmental issues. • Reduce parents' use of coercive and punitive methods of disciplining children. • Increase parents' use of positive parenting strategies in managing their children's behavior. • Increase parental confidence in raising their children. • Decrease child behavior problems (for families experiencing difficult child behavior). • Improve parenting partners' communication about parenting issues. • Reduce parenting stress associated with raising children. • Reduced entries into the child welfare system. • Increase the percent of children reunified safely, permanently and timely • Reduce the number of children who must re-enter foster care.
How does this intervention align with the project goal?	Evidence Based Parenting programs are shown to reduce entries into the child welfare system. By implementing an evidence based parenting system, families will receive a level of service appropriate to their specific needs, allowing for decreased entries into the child welfare system and increased reunification for those families that do enter the child welfare system.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Contracts for training staff would need to be developed.
Projected Number of Children and Families to be Served	
Plan Year 1	0
Plan Year 2	25% of Alameda County children & families involved in the child welfare system
Plan Year 3	50% of Alameda County children & families involved in the child welfare system
Plan Year 4	75% of Alameda County children & families involved in the child welfare system
Plan Year 5	100% of Alameda County children & families involved in the

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	child welfare system
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Identify EBP Parenting Training Model and implementation timeline Contract for training Begin training staff
Plan Year 2	Begin implementing EBP Parent Training program
Plan Year 3	Monitor the implementation of EBP Parent Training Survey staff regarding EBP Parent Training 1 year after implementation to gather information about practice & inform management of additional training needs.
Plan Year 4	Continued monitoring and training regarding EBP Parent Training
Plan Year 5	Continued monitoring and training regarding EBP Parent Training
Evaluation	
What tool will you be utilizing to track this measure?	CWW surveys 1 year post implementation Family feedback
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

CHILD WELFARE

OPTIONAL INTERVENTION #3	
INTERVENTION: Commercially & Sexually Exploited Children (CSEC) Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	CSEC Youth
Geographic Area	Alameda County
Expected short and long term outcomes	<ul style="list-style-type: none"> • Increase the number of CSEC advocates. • Increase availability of intensive foster care placements. • Create a provider network for caregiver of CSEC youth, to provide support and technical assistance.

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	<ul style="list-style-type: none"> • Create targeted recruitment efforts for caregivers of CSEC youth. • Incorporate information about CSEC into child abuse prevention efforts, including mandated reporter training. • Develop & implement a tool for the screening of CSEC youth that informs the development of safety plans. • Conduct a census count of all foster care involved CSEC youth. • Develop & implement trauma informed practice for CSEC youth. • Add additional child welfare staff as appropriate. • Identify system-wide best practices for providing services to CSEC youth. • Increase the number of services available to CSEC youth.* • Increase coordination of services available to CSEC youth within Alameda County.* • Develop resources and trainings for caregivers of CSEC youth.* • Create a Multi-Disciplinary Team for CSEC youth with DCFS' partners including: Probation, Health Care Services, Behavior Health Care, District Attorney, Public Defender, Law Enforcement agencies and service providers.* <p><i>*These activities are included in SB 855, which establishes the Commercially Sexually Exploited Children Program effective January 1, 2015</i></p>
<p>How does this intervention align with the project goal?</p>	<p>CSEC youth are a high-risk population needing additional services. By better identifying these youth and providing targeted services, DCFS hopes to increase child safety, improve permanency outcomes, and decrease recidivism and delinquency for this population.</p>
<p>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</p>	<p>Contracts will need to be developed for:</p> <ul style="list-style-type: none"> • development of a CSEC training tool; • Services targeted to CSEC youth; • Training for DCFS regarding identifying and serving CSEC youth.
<p>Projected Number of Children and Families to be Served</p>	
<p>Plan Year 1</p>	<p>0</p>
<p>Plan Year 2</p>	<p>25% of Alameda County CSEC Youth</p>
<p>Plan Year 3</p>	<p>50% of Alameda County CSEC Youth</p>
<p>Plan Year 4</p>	<p>75% of Alameda County CSEC Youth</p>
<p>Plan Year 5</p>	<p>100% of Alameda County CSEC Youth</p>
<p>Rollout/Implementation Activities and Timeframes</p>	
<p>Plan Year 1</p>	<p>Develop an implementation plan.</p>
<p>Plan Year 2</p>	<p>Train staff</p>

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	Develop a CSEC youth screening tool Coordinate with partner agencies in development of CSEC MDT Develop tools & resources for caregivers of CSEC youth Contract for direct services for CSEC youth
Plan Year 3	Implement CSEC screening tool Implement CSEC MDT Continue to train staff Monitor implementation of CSEC initiatives
Plan Year 4	Continued monitoring & evaluation of CSEC initiatives
Plan Year 5	Continued monitoring & evaluation of CSEC initiatives
Evaluation	
What tool will you be utilizing to track this measure?	Youth & Community Partner feedback Evaluation of services provided to CSEC youth (tools to be developed)
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

PROBATION

INTERVENTION #1	
WRAPAROUND	
Is Wraparound a System Improvement Plan (SIP) Strategy?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goals will be targeted by the intervention above:	
<ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	57
Geographic Area	Alameda County
Expected short and long term outcomes	Reduce number of youth in out-of-home care; provide aftercare supports for youth returning home from out-of-home care to increase timely family reunification
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Project Permanence utilizes the Wraparound service delivery model to provide intensive youth-centered, family driven services. Alameda County Behavior Health holds a contract with a community based agency, Lincoln Child Center, to provide Wraparound services. Alameda County Probation Department shall utilize this intervention model intentionally as an alternative to out-of-home placement and for aftercare services for youth returning home from placement when appropriate. Leadership from Probation, BHCS and Lincoln Child Center have identified indicators and a methodology for quality assurance to program fidelity and to monitor program outcomes. Program census has also been added to the Waiver Executive Team data dashboard for monthly review.
Projected Number of Children and Families to be Served	
Plan Year 1	57
Plan Year 2	57
Plan Year 3	57

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Plan Year 4	57
Plan Year 5	57
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Outcome measures will be monitored by Waiver Executive Dashboard
Plan Year 2	Outcome measures will be monitored by Waiver Executive Dashboard
Plan Year 3	Program evaluation will begin with other service delivery model(s) as comparison group(s). Evaluation will include program outcome measures and cost effectiveness.
Plan Year 4	Outcome measures will be monitored by Waiver Executive Dashboard
Plan Year 5	Outcome measures will be monitored by Waiver Executive Dashboard
Evaluation	
What tool will you be utilizing to track this measure?	CANS, YLS/CMI, Probation Risk Assessment, Youth/Family Satisfaction Survey
Will you be able to provide case level data?	X Yes <input type="checkbox"/> No

PROBATION

OPTIONAL INTERVENTION #2	
INTERVENTION: Collaborative Court	
Is this Intervention a System Improvement Plan (SIP) Strategy?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	Youth at risk of removal to out-of-home placement with high mental health needs
Geographic Area	Alameda County
Expected short and long term outcomes	Placement avoidance and reduced recidivism; improved family functioning
How does this intervention align with	The Collaborative Court focuses on providing an alternative disposition for youth with high mental health needs and

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the project goal?	emphasizes family engagement. Collaborative Court is a team approach involving key stakeholders that include probation officers and intensive case management services delivered by a community provider. Services are aimed to reduce out-of-home placement for this specific population. This intervention has been underutilized for the female population and it is intended to increase utilization as an effort to avoid out-of-home placement and increase family engagement.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Probation officers and clinicians are dedicated to providing community support and services for youth and provide critical input to the Court on a weekly basis. This weekly, dedicated Court docket exists for youth involved in the program. Youth and families receive intensive case management services through a contracted community provider for up to 12 months.
Projected Number of Children and Families to be Served	
Plan Year 1	60
Plan Year 2	60
Plan Year 3	60
Plan Year 4	60
Plan Year 5	60
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Sustain intervention and increase utilization of services for female population to reach capacity of 60 youth
Plan Year 2	Sustain 60 Youth/Year
Plan Year 3	Sustain 60 Youth/Year
Plan Year 4	Sustain 60 Youth/Year
Plan Year 5	Sustain 60 Youth/Year
Evaluation	
What tool will you be utilizing to track this measure?	CANS, YLS/CMI, Probation Risk Assessment
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PROBATION

OPTIONAL INTERVENTION #3
INTERVENTION: Parenting with Love Limits (PLL) Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The following project goal (s) will be targeted by the intervention above: <input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems

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<input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	Youth ages 14 to 17, who are in need of continued supportive transitional services returning to reside with their caregiver/parent/guardian and youth at risk of removal to out – of-home placement
Geographic Area	Alameda County
Expected short and long term outcomes	PLL is an evidence based model that has been proven to increase family engagement, increase successful reunification and reduce foster care re-entry, while being a strategy aimed to reduce recidivism. Improving outcomes for delinquent youth in out-of-home care, and community based strategies for re-entry youth transitioning home after being in out-of-home care
How does this intervention align with the project goal?	Services will be outcome-driven aiming to reduce a youth’s overall length of stay in placement, improve timely family reunification, reduce recidivistic behaviors, reduce returns to placement, and enhance re-entry services for youth returning home and to their communities. Connections with family shall be made in order to help facilitate and improve youth and family relationships for timely reunification.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	PLL combines group and family therapy to treat youth and help families reestablish adult authority through consistent limits while reclaiming a loving relationship. It includes six multi-family sessions. Families will receive up to 20 intensive therapy sessions in a home-based setting to practice the skills learned in the group setting.
Projected Number of Children and Families to be Served	
Plan Year 1	Request for Proposals will be issued with contractor being a Community Based Agency who will be staffed and ready to receive training on PLL with the goal of serving 25 youth in the first year of implementation
Plan Year 2	66 youth will be served at full program capacity
Plan Year 3	66 youth will be served at full program capacity
Plan Year 4	66 youth will be served at full program capacity
Plan Year 5	66 youth will be served at full program capacity
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Request for Proposals will be issued with contractor being a Community Based Agency who will be staffed and ready to receive training on PLL with the goal of serving 25 youth in the

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	first year of implementation
Plan Year 2	CBO will be staffed and trained serving 66 youth in year 2. 30 youth in aftercare component and 36 youth receiving intervention as an alternative to out of home placement. Outcome measures will be monitored by PLL Dashboard
Plan Year 3	66 youth will be served at full program capacity; Program evaluation will begin with other service delivery model(s) as comparison group; Evaluation will consist of outcome measures and cost effectiveness
Plan Year 4	66 youth will be served at full program capacity. 30 youth in aftercare component and 36 youth receiving intervention as an alternative to out of home placement. Outcome measures will be monitored by PLL Dashboard
Plan Year 5	Request for Proposals will be issued with contractor being a Community Based Agency who will be staffed and ready to receive training on PLL with the goal of serving 25 youth in the first year of implementation
Evaluation	
What tool will you be utilizing to track this measure?	CANS, YLS/CMI, Probation Risk Assessment
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PLANNING PROCESS AND COMMUNITY SUPPORT

Children & Family Services

Given the Waiver plan's connection with the SIP, both documents are informed by the Department's 2013 CSA, which was a collaborative effort involving many external stakeholders and internal county staff. Their contributions provided essential information to the assessment and to ensuring the successful development of the SIP and this County Plan. Stakeholder meetings included reviews of the Department's current levels of performance, procedural and systemic practices, and available resources. A variety of community based organizations, consumers, service providers, and County staff participated in the group meetings during the CSA. Each of these meetings was facilitated by non-county personnel to encourage open participation on a variety of topics.

For the SIP, the C-CFSR team identified potential strategies using the C-CFSR Planning Team's recommendations from the Peer Review, and in consideration of the unmet needs and service gaps identified during the CSA. These potential strategies were considered for their probable impact on the Department's existing IV-E Waiver goals and related C-CFSR Outcome Measures.

The C-CFSR team used this information to collaborate with all other Department Senior Managers and consider the potential inclusion of other strategies from existing or planned Waiver services. These strategy ideas were then reviewed for final selection by the Department's Division Directors and Assistant Agency Director.

Community Partner and Stakeholder Engagement

Alameda County's Behavioral Health Care Services and Casey Family Programs are both community partners that will be engaged throughout the project period as they are Executive Team members. Engagement with other stakeholders such as Department staff, children, and families will occur through the use of surveys and workgroups designed to learn about service effectiveness and to inform the development of program enhancements. For example, the Department's SOP intervention has planned a follow-up survey for Child Welfare Workers 1 year after implementation of the practice, to learn about their knowledge of SOP and use of it in their work with families. Additionally, the Department is pursuing avenues for collecting and considering family feedback about the services they have received, including their perceived level of case plan engagement, as another method for attempting to examine the implementation of SOP and service effectiveness.

Probation

The Alameda County Probation Department intends to continue to align departmental efforts from the Department's Strategic Plan that includes participation of key agency and community partners. These partners include: Alameda County Social Services Agency (SSA), Alameda County Office of Education (ACOE), Health Care Services (HCSA), family advocates, Juvenile Court Presiding Judge, the Public Defender's Office (PD), Alameda County District Attorney's Office (DA), the Delinquency Prevention

Network (DPN), and other youth-serving community-based organizations and a wide array of probation department staff. Throughout the planning process of a crossover youth initiative, the collaborative leadership structure identified interventions that include strategies as Train-the-Trainer for *Think Trauma*, the use of the TARGET model for youth service providers and agency staff and promoting key Positive Youth Development principles and practices and interventions that increase youth, family and community engagement. These strategies are aligned with our overall Well-Being Project plan.

SYSTEM CAPACITY DEVELOPMENT

Children & Family Services

With the implementation of new interventions under the Project, new contracts will need to be developed, Board of Supervisors' approval will need to be attained, and continued evaluation of programs will need to occur. Alameda County Social Services Agency (ACSSA) underwent an agency-wide contracts training in early 2014, introducing the implementation of a new structured and collaborative contracting process. This new contracting process includes the use of Results Based Accountability (RBA) to ensure contracts are successful in meeting program goals. Ways to improve data collection and analysis are continually being explored.

Probation

Sustainability preserves waiver project by continuing with existing strategies for services. ACPD, due to recent retirement of annuitants, staffing has slightly decreased in the Juvenile Division. ACPD is working to increase and rebuild its workforce. However, this has minimal effect on existing interventions and services in place. Our efforts continue to maintain momentum and integrity to benefit our population served. ACPD is in the process of developing a new, more efficient case management system, in order to streamline our data collection and tracking capacity. This will improve our partnerships' ability to share data and for us to conduct additional program evaluations.

The Waiver Executive Team Data Dashboard serves as a monthly review of progress of our interventions as they are tied to our overall project goals. Additional quality and quantitative review processes are being put in place to continuously measure and monitor program outcomes relative to our goals. This review process involves contractors and probation staff and a vendor data dashboard for PLL.

These performance measurement tools and oversight, along with an enhanced case management system will aid in the determination of best practices in our intervention strategies and will serve as continuous quality improvement techniques.

BUDGET

The budget for the Well-Being Project is attached.

PROJECT PHASE DOWN

Children & Family Services

If the Project continues to be successful, Alameda County will seek to engage the Federal and State governments to fashion new policies to create a more permanent Waiver-style delivery system with appropriate growth factors to maintain stability and effective service delivery. The County feels some long-term flexibility and durability be built into any revised CWS funding strategies in order to respond to rapidly changing environmental or demographic factors beyond the County's control.

Alameda County will continue to track existing FC eligibility criteria for all youth served under the Waiver and monitor service delivery costs associated with them and their families. If "Opting-Out" is deemed necessary, or when the Project ends, the County would detail all Federally FC eligible and Non-Federally FC eligible clients served and factor costs accordingly. For those services and costs that are not federal or state eligible, the County will look to any and all available funding sources, both internal and from local community or foundation sources.

Alameda County is committed to seeing a successful Project, by providing high-quality, cost-effective services to children and families.

Probation

In the event program phase down is necessary, ACPD will prioritize its interventions through evaluating outcome data to determine effectiveness in meeting the goals of preventing out-of-home placement and reducing recidivism as defined by the Probation Department.

In recognizing the need to prioritize interventions, ACPD will conduct an overall evaluation and comparison of existing interventions to determine the cost-effectiveness, program outcomes and other indicator data and program fidelity that best served as key models aimed at preventing out-of-home placement. Service providers yielding positive results determine the overall successful outcomes for our youth population. The goal is to continue with interventions that are successful in contributing to the reduction of out-of-home placement and lower recidivism rates for targeted youth.

For most effective strategies, additional funding resources will have to be identified in an effort to continue services and avoid program interruption. Program phase down will need to occur within a timely manner, depending upon program average length of stay and will be adjusted and begin accordingly.