

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Semi-Annual Progress Report Reporting Period January 1, 2014 to September 30, 2014

This annual progress report provides updated information for the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project covering the period from January 1, 2014 to September 30, 2014. This report fulfills the requirement in Section 5.4 of the federal Waiver Terms and Conditions and highlights state departmental support and oversight activities, county level implementation, and evaluation efforts.

I. OVERVIEW

On March 31, 2006, the California Department of Social Services (CDSS) received approval from the United States Department of Health and Human Services (DHHS) for the Project. The five-year waiver demonstration allows participating counties flexible use of foster care funds for the provision of direct services to children and their families and to expand and strengthen child welfare practice, programs, and system improvements. The target population is Title IV-E and non-Title IV-E eligible children ages zero through 19 currently in out-of-home placement, or who are at risk of entering or re-entering foster care. Any foster care savings that occur as a result of the waiver demonstration must be reinvested by the participating counties in child welfare services program improvements. Alameda and Los Angeles counties are the two participating counties. The original five-year project began on July 1, 2007 and ended on June 30, 2012. Point in time outcome data covering the Project's five-year project period is in Appendix D-IV.

The CDSS is operating the Project in both counties under an approved bridge extension through June 30, 2014, or until a five-year waiver extension is approved by DHHS. A five-year extension proposal was submitted to the Administration for Children and Families (ACF) on March 28, 2013, that detailed modifications to the existing project, a proposed fiscal model, programmatic focus for the counties and third-party evaluation, and inclusion of up to 18 new counties beyond the two current participating counties. The proposed project period for the extension was July 1, 2014 through June 30, 2019, but has been requested for October 1, 2014 through September 30, 2014.

California's waiver demonstration, which has been called the "Capped Allocation Project" or CAP, will be re-named the "Title IV-E California Well-Being Project" for the waiver extension. Under the Project, the state proposes to implement and expand child welfare and probation practices in up to 20 counties statewide, impacting key outcomes and promoting child and family well-being. The Project implementation will focus on prevention and family centered practice, after care services, and evidence-based interventions. The specific goals of the Project are to:

- Improve the array of services for children and families and engage families through a more individualized approach that emphasizes family involvement;
- Increase child safety without an over-reliance on out-of-home care.

- Improve permanency outcomes and timelines; and
- Improve child and family well-being.

II. CDSS PROJECT ACTIVITIES

During the period of January 1, 2014 to September 30, 2014, the CDSS cross-division project implementation team has continued to perform project management, county oversight monitoring and CDSS fiscal system activities. These activities included ongoing claiming and payment operations as well as federal reporting. In addition, the CDSS cross-division team has been preparing a plan for the proposed extension of the Project as well as a projected Cohort 2, which has been coordinated with both the current and intent counties.

The Integrated Services Unit (ISU) of the Child Protection and Family Support Branch continued as lead providing program support for implementing and monitoring the Project. Activities for the ISU staff included weekly project team meetings, monthly calls with the participating counties, correspondence and negotiations with ACF, the review of county progress reporting and outcome performance data, addressing waiver related program/policy issues within CDSS, and provision of county technical assistance.

The evaluation component of the approved Terms and Conditions was incorporated into a Scope of Work for potential bidders for a contract to execute an evaluation of the new waiver. The Scope of Work is part of a Request for Proposals (RFP) packet that has been reviewed by the nine counties in the waiver and was sent to ACF on October 28, 2014 for its review and edits. The RFP will then be submitted to the CDSS Contract Bureau which will put the RFP on BidSync to solicit bids from research organizations to conduct the evaluation. The California Department of Finance has authorized funding of \$1,250,000 each year for five years to pay for the evaluator's costs. It is anticipated that a contract with the evaluator will be executed by April 1, 2015.

Funding has also been approved for a new staff CDSS position to oversee the evaluation contract and the evaluator's performance.

A series of fiscal and programmatic meetings and training sessions are scheduled for county staff to assist them in implementing the waiver services. County plans have been submitted to CDSS and Memorandums of Understandings with the counties have been developed and approved.

The Fiscal Systems and Accounting Branch (FSAB) continued to perform ongoing procedures and tasks to support the claiming and payment operations for the Project. These included monthly advances/offsets and quarterly payment/offsets to the participating counties; collection and reporting of monthly and quarterly claim/payment data to the counties and other CDSS units; response to county payment inquiries; analysis of actual expenditures versus budgeted allocations to determine advance methodology and advance amounts to the counties; and review of actual expenditures reported to ensure proper waiver/non-waiver ratios and overmatch are applied to each

payment. The FSAB staff attends the weekly project team meetings, provides fiscal and expenditure updates and completes required federal reporting.

The FSAB submitted the Foster Care CB-496 Addendum Reports for Waiver counties as follows: The March 2014 quarter was submitted June 30, 2014; the June quarter was submitted September 30, 2014.

The Fiscal Forecasting and Policy Branch (FFPB) worked with the Administration for Children and Families to develop and finalize the fiscal portion of the terms and conditions. As the fiscal terms were being finalized, FFPB developed the claiming instructions and internal supplemental fiscal form to track Title IV-E Extension Project expenditures reported by counties. This information will be used to complete the federal CB 496 report. Along with the instructions and internal fiscal form, FFPB developed a webinar training which will provide detailed instructions for claiming and completing the fiscal supplemental form. The FFPB also hired a Staff Services Manager I and one analyst for the new unit developed to provide on-going training, technical assistance and monitoring and have worked toward hiring additional staff in the next few months.

III. STATUS OF THE DEMONSTRATION – COUNTY SECTIONS

Alameda County

In January 2012, the CDSS, with input from Alameda and Los Angeles counties, submitted a formal request to Commissioner Brian Samuels of the Administration for Children and Families seeking a five-year extension of the current project. The first bridge extension year expired in June 2013. A second extension was granted through September 2014, with the new waiver set to begin on October 1, 2014.

One major success in Alameda County has been the nearly 46 percent reduction in the number of youth placed in a foster care setting. During this reporting period, Alameda County DCFS has focused on evaluating existing strategies and planning for the extension of the current project.

Project Updates

DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS)

The current Waiver Executive Team (WET) is comprised of representatives from Alameda County DCFS, Probation Department, Alameda County Social Services Agency (SSA) Finance Department, Alameda County SSA Program Evaluation and Research Unit (PER), Behavioral Health Care Services, and Casey Family Programs (Attachment). The WET meets monthly to discuss new and existing project strategies, strategy evaluations and outcomes, progress of project goals and objectives, and planning for the Waiver extension.

The WET continues to examine current project strategies, and determines which strategies to sustain, modify, or eliminate, based on the following criteria:

- Impact on project goals/objectives;
- Synergy with future priorities;
- Concrete benefits to families;
- Impact on practice improvement;
- Blending funding being used or available to pay for program; and
- Cost of services & numbers served.

Evaluations of current strategies are conducted by PER and presented at the monthly WET meetings. Results of these evaluations assist the WET in determining which strategies to sustain, modify, or eliminate.

During the reporting period, the following changes to Waiver Strategies occurred:

- A new contractor was selected for the Another Road to Safety (ARS) contract, effective July 1, 2014. Previously, three service providers were contracted to provide ARS services. The new contract includes an updated scope of work with program enhancements, such as contracting with one lead agency, a redesigned service delivery model that includes a primary and secondary case manager for clients, expanded client zip code eligibility, ongoing clinical consultation services (available to the contractor) from Children's Hospital Oakland, and modifications to the Department's internal referral process to ensure program fidelity.
- To better achieve the goals of Family Finding and Engagement (FFE), FFE staff have been integrated into the Department's Dependency Investigation units.

PROBATION

Alameda County Probation Department (ACPD) 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 aimed to reduce the number of youth in out-of-home placements through a collaborative effort that reviews all probation recommendations increasing available interventions that are family focused, youth centered and community based. Probation provides alternatives to out-of-home placement to increase number of youth participating in alternative interventions as multi-systemic therapy or Project Permanence, which utilizes the wraparound service delivery model. Additionally, other preventative interventions include collaborative efforts through the Juvenile Justice Transition Center, Collaborative Court.

Implementation Changes (program performance/fiscal considerations/barriers impacting project administration):

The ACPD has experienced changes in administration of the waiver project, predominantly in leadership roles within the probation department. Secondly, the Department transitioned to an intentional focus on youth who have involvement in both child welfare and probation systems. This joint effort with Social Services Agency has led the department to focus on implementation of The Crossover Youth Practice Model (CYPM). Additionally, the Department received a two year Positive Youth Justice Initiative implementation grant through the Sierra Health Foundation through October 2015. This initiative focuses on the overall treatment of crossover youth in the delinquency system and seeks to transition towards being a trauma informed and responsive system, infuse principles of positive youth development, examine the utilization of wraparound services model for crossover youth and to enhance youth and family engagement in the screening for out of home services committee for crossover youth.

Training dates are set in October 2014 for Probation, Juvenile Justice, Child Welfare, Health/Behavioral health staff and community providers to participate in Think Trauma training that focusing on trauma and adolescent development, its influence on delinquency, coping strategies, issues related to vicarious trauma, organizational stress and self-care. Approximately 270 participants are anticipated to receive this training.

ACPD Transition Center is a collaborative effort with Oakland Unified School District, Alameda County Behavioral Health Care Services, Public Health, and Probation. In July 2014, Alameda County Office of Education has contributed a staff person to assist in connection youth to other educational settings outside Oakland Unified Schools. The Center continues to engage youth and families with community linkages to meet the needs of youth exiting juvenile hall. Those linkages may include connections to education, medical appointments, employment related activities or counseling services in their communities. The Transition Center now connects youth to their appropriate educational setting within three days of their release from juvenile hall. During the nine-month reporting period, the Transition Center served a total of 1,195 youth, connecting 384 youth to schools in the Oakland Unified School District. The Multi-Disciplinary Team (MDT) pilot has experienced some challenges currently focusing on pre-release planning meetings occurring sporadically.

Collaborative Court is a unique program and dedicated court docket aimed to provide intensive services for youth with severe mental health disorders. The goal is to keep youth at home and out of residential care for this vulnerable population. Beginning September 2014, additional waiver funds were dedicated so that all youth would receive the same level of services.

Intensive Case Management services will be provided to all youth in Collaborative Court through one service provider. During the reporting period, 60 youth received intensive case management services and six youth received services through Behavior Health

Care Services for an average length of stay of 8.9 months in Collaborative Court. Deputy Probation Officers assigned to Collaborative Court have typically been assigned as a secondary Probation Officer. Beginning October 2014, the probation officers assigned to this unit will be the primary case managers for the youth. This will eliminate any confusion for the youth and families that have occurred with the old structure. With a program capacity of 60 youth and 2.5 FTE Probation Officers, this would yield an average caseload size of 27 youth with one Probation Officer dedicated part-time to carrying collaborative court cases.

Staff report of a 13-year old youth involved with Collaborative Court: The Care Coordinator was doubtful of this youth's success in the beginning. His mother expressed great distrust in service providers and was distressed about her son's involvement in the probation system. She was unsure whether she wanted to allow any providers into their lives and would frequently cancel meetings and appointments. It took some time to build engagement and trust and in time, his mother took steps to improve her level of engagement with her son's school team and advocate for his needs. This youth worked with his support team to obtain employment and training at Youth Radio and access mental health services in the community. He has successfully completed Collaborative Court, completed probation, is currently employed with Youth Radio, has an individual therapist with whom he meets weekly, and receives the appropriate support at school enabling him to progress productively.

Screening for Out of Home Services Committee (SOS):

During the reporting period, there were 226 youth who went through SOS committee, potentially facing an out-of-home placement recommendation. The committee continues to recommend placement and camp less frequently than alternative recommendations of intensive family centered services, keeping youth in the community. The Probation department will continue to monitor this process and the rate by which the court follows the recommendations of the committee. Probation has begun a process by which placement data is currently being reviewed by a local research firm in an effort to develop a placement grid to aid probation officers and the SOS committee in making appropriate recommendations for placement for the most appropriate youth while gaining the Court's confidence in the alternative services provided to youth and their families. It is anticipated the grid will be completed by the end of November 2014. Early data indicates that 30 percent of placement youth over a three year period entered a group home as a result of a recent probation violation.

The Family Preservation Unit (FPU): The overarching goal of FPU is to provide alternative services to out-of home placement and an effort to keep youth at home and in their community. Participating youth receive Multi-Systemic Therapy (MST) (a Seneca Center partnership with Alameda County Probation and Behavioral Health Care Services) for an average of three-five months. The MST is an evidence based model that involves dedicated probation officers teamed with a clinician who provide services and interventions that include family therapy, empowering caregivers to institute structure, family skill building, case management services, and linkages to school and vocational support. Each MST clinician maintains a caseload of approximately 20 to 25

youth and together the team seeks to provide linkages to outpatient drug treatment, parenting classes and gang prevention services.

During the reporting period, a total of 122 unique youth received MST services with 57 youth exiting and an average length of stay of 119 days. However, the average caseload for Deputy Probation Officers in the Family Preservation Unit is 18 as they have youth receiving various types of services and their youth are not limited to receiving only MST services.

A success can best be described by a 17 year old young man on probation and FPU for forcibly robbing a peer of their cell phone. He experienced multiple GPS violations, truancy and smoked marijuana daily. When MST became involved, his mother stated that she had given up and felt that she lacked the authority or ability to influence her son's behaviors. She ultimately gained confidence in her parental power and influence. With the help of MST, she developed a comprehensive monitoring plan, increased her communication with his school, and developed a rewards and consequence system that increased her son's positive behaviors and decreased his negative behaviors. MST helped her son find and maintain his participation in pro-social after school activities and avoid negative peers and situations. He now is no longer using marijuana, is attending school much more regularly, with no new probation violation or new charges.

Project Permanence is operated by a local community based organization, Lincoln Child Center, which utilizes the Wraparound service delivery model to provide intensive youth-centered, family driven services to probation and child welfare youth. ACPD began utilizing this service delivery model in late 2012 providing up to 40 slots dedicated to probation and child welfare youth. ACPD, Alameda County Behavioral Health Care Services (BHCS) and Lincoln Child Center (LCC) met to collaborate and define the target population, Probation's referral process and identify outcome data indicators. The ACPD shall intentionally utilize the Wraparound model as an alternative to out-of-home placement alternative and as a model for aftercare, when appropriate. Leadership from Probation, BHCS and LCC continue to work on identifying indicators, knowing this is a statewide program to be evaluated as part of the Waver Well Being Project II. The agencies continue to meet to define a methodology for quality assurance for program fidelity and to monitor identified program outcomes. During the reporting period, Project Permanence served a total of 41 youth and 14 youth who completed the program within an average of 236 days. Since probation began using Project Permanence in 2013, 54 youth have completed the program for an average of 184 days.

Group Home Placement: ACPD placement data reflects 280 unique youth who were in group home placements during the reporting period of January 1, 2014 through September 30, 2014. There were a total 189 youth who exited group home care with an average length of stay of 179 days. At the end of the reporting period, there were a total of 147 youth in group home placement.

Aftercare Transitional Services: The ACPD previously submitted a RFP for aftercare services that are 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. A local provider who was successful through this process dropped out prior to being awarded the contract. The Probation department, as part of its planning efforts began exploring other evidence based alternatives for re-entry/aftercare and placement alternatives. The Probation department, in collaboration with BHCS, is exploring Parenting with Love and Limits with a plan for an RFP to be issued by BHCS after October 2014.

Outcomes and Local Level Evaluation Activities

DCFS

Significant efforts have continued in this reporting period to understand the impacts and efficacy of strategies implemented by DCFS under the project. Many strategies were implemented late in Project Year two and into Project Year three and four; this fiscal year, evaluation efforts continue for strategies for which it is possible to analyze one to two year cohorts of clients with 12 – 24 follow up data to track outcomes of interest.

Program Evaluation and Research (PER) continues to provide the monthly Waiver Dashboard reports (attached) and Progress Reports to DCFS management on aggregate data trends that detail Alameda County's performance on its five year outcome goals (attached):

- Increase number of children who can remain safely in their home; thus, reducing first entries into care.
- Increase number of children and youth in least restrictive settings.
- Increase number of children who safely and permanently reunify with their families within 12 months.
- Increase percent of timely guardianships and adoptions.
- Increase and develop supports for all foster care exits.
- Enhance the safety net for transitional age and emancipating youth.

In addition, PER is in the process of completing evaluations of individual waiver strategies and continues to provide DCFS management with Project Status updates (attached) and provided DCFS management final reports on the following strategies (attached):

- The Gathering Place
- Summer and Afterschool Youth Employment Program (SASYEP)
- Post-Reunification Services

The following data trends are based on data extracted from the Child Welfare Services/Case Management (CWS/CMS) Dynamic Report System – Key Outcomes

Presentation Tool, based on the CWS/CMS 2014 Extract¹ for 2007 – 2014 (July 1, 2007 to July 1, 2014 for point-in-time data), except as noted. As the current Key Outcomes Presentation Tool now provides data for youth ages zero to 20 to include non-minor dependents, additional data is provided based upon the same measures reported in the Key Outcomes Presentation Tool as reported CWS/CMS Dynamic Report System CWS/CMS 2014 Q2 Extract for youth zero to 17 in the tab Alameda County Key Outcomes zero to 17.

Youth placed in out-of-home care:

DCFS has been successful in its efforts to reduce the total population of youth in out-of-home placement and the number of youth in group home placement.

- Between the baseline period (7/1/2007) and the most recent reporting period (7/1/2014), there was a 30.6 percent reduction in the number of youth ages zero to 20 in child welfare supervised foster care in Alameda County, from 2,480 to 1,720 children.
- Between the baseline period (7/1/2007) and the most recent reporting period (7/1/2014), there was a 45.7 percent reduction in the number of youth ages zero to 17 in child welfare supervised foster care in Alameda County, from 2,349 to 1,275 children.

Placement in least restrictive settings

DCFS has been successful in its efforts to increase the percentage of children/youth placed in least restrictive settings. Between the baseline period (7/1/2007) and the most recent reporting period (7/1/2014):

- There was a 46.5 percent decrease in the percentage of youth ages zero to 20 placed in congregate care, from 13.7 percent to 6.7 percent.
- There was a 41.3 percent decrease in the percentage of youth ages zero to 17 placed in congregated care, from 13.5 percent to 7.9 percent.
- Including all child welfare supervised youth, including non-minor dependents, the percentage of youth in relative placements decreased, from 35.2 percent to 32.8 percent. However, the age range for this measure changed to include child welfare supervised youth ages zero to 20 in the most recent reporting period, the decline in the proportion of youth in relative placements is likely due to shifts in placement type for non-minor dependent youth.
- Among youth ages zero to 17, there was an 18.8 percent increase in the percentage of youth placed with relatives, from 35.5 percent to 42.1 percent. (See Alameda County Key Outcomes zero to 17)

¹Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., Pixton, E., Lou, C., & Peng, C. (2014). *CCWIP reports*. Retrieved 10/16/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>.

Caseload and Service Component

The DCFS has been successful in its efforts to increase the percentage of youth served in-home between the baseline period (7/1/07) and the most recent reporting period (7/1/14) (Alameda County Key Outcomes zero to 17)

- While there has been an overall 24.4 percent decline in the number of children served in-home via Family Maintenance services, as a percentage of the total number of children served in-home and in child welfare supervised foster care, excluding non-minor dependent youth, there has been a 28.3 percent increase in the percentage of children being served in Family Maintenance overall between 7/1/2007 and 7/1/2014 (23.2% to 29.7%).

Entries

DCFS has been successful in its efforts to reduce the number of youth entering out-of-care overall:

- Between the baseline period (7/1/06-6/30/07) and the most recent reporting period (7/1/13-6/30/14), there was a 29.7 percent decline in the number of children zero-17 who entered foster care for eight or more days, from 861 to 605 youth.

In addition, DCFS has been successful in its efforts to reduce the number of youth entering out-of-care for the first time:

- Between the baseline period (7/1/06-6/30/07) and fiscal year (FY) 2013/14, there was a 22.5 percent decline in the number of children who entered foster care for the first time for eight or more days, from 627 to 486 youth (See Alameda County Year 7 Progress Report).

First Placement Type

The DCFS has been successful in its efforts to increase the number of children placed in relative homes as a first placement (placement episodes of eight or more days).

Between the baseline period (7/1/06-6/30/07) and FY 13/14:

- The number of children placed with a relative as a first placement increased by 80.5 percent, from 123 youth to 222 youth. (See Alameda County Year 7 Progress Report):

Further, between the baseline period (7/1/06-6/30/07) and the FY 2013/14, the percentage of first placements with a relative increased by 153.9 percent, from 15.2 percent of all first placements to 38.6 percent of all first placements. (See Alameda County Waiver Dashboard, 8/25/13)

Timely Reunification

The waiver goal adopted for timely reunification was revised on June 28, 2011 at the monthly Waiver Executive Team meeting. The new reunification goal is patterned after the federal entry cohort reunification measure (C1.3), however, while the federal measure reports on a six-month entry cohort, we have opted to track based on a 12-month cohort to: 1) reduce some of the variation that is seen between six-month periods, 2) to be consistent with how we track successful reunification (12-month cohorts), and 3) to enable the county to track performance for each of the remaining years of the waiver.

The new goal was based data available on the University of California, Berkeley (UCB) website, using the June 2012 2012 Quarter 1 extract, with data available through 2009, which was thus selected as baseline period for the revised goal.

- Between the 12-month baseline period ending 12/31/2009 and FY 12/13 the percentage of children exiting foster care to reunification within 12 months of first entry increased by 0.3 percent from 33.2 percent to 33.3 percent. Please (See Alameda County Year 7 Progress Report)

Successful Reunification

The DCFS has been successful in its efforts to decrease the percentage of children who reenter foster care within 12 months of reunification.

- Between the baseline period (7/1/06-6/30/07) and FY 12/13 the percentage of youth reentering foster care within 12 months of reunification following a placement episode of eight or more days decreased by 21.7 percent from 18.9 percent to 14.8 percent.

Timeliness of Permanence through Adoption or Guardianship

Between the baseline period (7/1/06-6/30/07) and FY 13/14 (See Alameda County Year 7 Progress Report)

- The percentage of youth in the exit cohort exiting to adoption within 24 months increased by 10.6 percent, from 33.9 percent to 37.5 percent
- The percentage of youth in the exit cohort exiting to guardianship (all types) within 24 months increased by 36.5 percent, from 48.2 percent to 65.8 percent

PROBATION

Probation has experienced a decline in out-of-home placements and continues to see an increase in participation rates of MST and Wraparound services. With increased options for aftercare services, it is anticipated, going into the next Waiver Well Being Project that this number will continue to decline with a rise in participation in placement

alternative interventions. Probation began tracking program level data and through this process, youth who participated in wraparound services, 88 percent of youth did not have a new adjudication for a new offense within six months post program completion. Of the youth who did experience a new adjudication, only half of those youth escalated to out-of-home placement. Additionally, 20 percent of youth were identified as crossover youth and none of these youth escalated to out-of-home placement, nor did they receive a new adjudication or technical violation within six months post program exit.

Probation is also involved with Court stakeholders in evaluating Girls Court data, analyzing program/service utilization, detention and detention alternative utilization and seeking to define success for Girls Court participants. This process is in its early stages, with ultimately including recidivism data, with parameters yet to be determined by the stakeholder team.

Probation has been experiencing a decline in referrals, which may correlate with a decrease in program participation rates. However, it remains unknown whether the impact may affect out-of-home placement rates and other deep end intervention participation rates.

Waiver Extension Planning and Development

On September 23, 2014, the Alameda County Board of Supervisors approved the Waiver Extension and agreed to enter into a Memorandum of Understanding (MOU) with CDSS for the duration of the Waiver Extension.

DCFS

During the reporting period, Alameda County submitted its plan for the Waiver extension to CDSS. Under the new Waiver, which began on October 1, 2014, DCFS will implement the following strategies:

- Safety Organized Practice
- Evidence Based Parenting Program
- Increased Services and Supports for Commercially Sexually Exploited Youth (CSEC).

To ensure integration and success of DCFS's multiple initiatives, including the new strategies identified under the Waiver extension, DCFS engaged in an "Implementation Science Project" with Casey Family programs during the reporting period. It is expected that the tenets of Implementation Science will be embedded in the delivery of all new practices/initiatives of the department.

PROBATION

The ACPD plans to continue with the previous waiver interventions, which includes a 30 percent increase in wraparound slots with an intentional focus on *deep end* youth who are imminently at risk of removal for out-of-home placement. Probation plans to add

Parenting with Love and Limits (PLL) model as a placement alternative intervention and an aftercare strategy. The PLL is an evidenced based therapeutic intervention that combines group family therapy and individual parent coaching techniques. Probation and Behavior Health have blended funding resources and will jointly develop an RFP through BHCS. Once a provider has been selected, the provider will conduct training and ramp up to implementation will begin. Probation plans to implement two teams dedicated to re-entry for placement youth returning home and one team dedicated as a placement alternative intervention.

Probation will continue to enhance its collaborative efforts with Social Services Agency through its work with crossover youth and also with commercially sexually exploited youth population. Probation participates in a weekly safety net meeting, which involves community providers, District Attorney's Office and probation staff in conjunction with Girls Court. This team strives to obtain positive outcomes for youth who are being sexually exploited.

Los Angeles County

Project Updates

Project Management Teams

The Department of Children and Family Services (DCFS) and the Probation Department (Departments) Project Management Teams are responsible for ensuring that all initiatives and programs implemented with reinvestment funds are aligned toward improving outcomes for youth and their families that they serve and the monitoring of these outcomes. In addition, the Management Teams provide progress reports to their respective Departments, the Board of Supervisors, and the CDSS and works with its community partners. The DCFS Project Management Team consists of the Title IV-E Waiver Program Manager, Fiscal Manager and Claiming Manager. The Probation Title IV-E Waiver Management Team, which consists of a Probation Director, an Administrative Services Manager and a Program Analyst, is responsible for budgeting and management of reinvestment funds and for ensuring that all expenditures are aligned with the goals, terms and conditions outlined in the Waiver project.

The Waiver Management Team gathers and analyzes data for the Waiver strategies and initiatives and facilitates the evaluation of outcomes related to the various initiatives. The Waiver Management Team is also responsible for ensuring that contracts with community-based service providers meet County requirements and that all parties are operating consistent with the scope of work outlined in the various contracts.

Administrative Impacts during Reporting Period

During the Project's current reporting period (January 1, 2014 through September 30, 2014), the Departments continued to use the funding flexibility for implementation and expansion of a wide array of programs and services to provide individualized services and strategies that are strength-based, family centered, child focused and community based.

As of September 2014, DCFS met its goal of hiring 450 new Children's Social Workers (CSW). All new CSWs attend the DCFS Training Academy, which recently underwent a redesign. The Training Academy redesign focuses more on experiential learning and less on theory.

The DCFS continues to see negative impact from the implementation of California Fostering Connections to Success Act [Assembly Bill 12 (AB12)] on the number of youth in out-of-home care; it has significantly increased the number of children 18 - 20 years old who continue to receive DCFS services. In comparing point-in-time data from July 1, 2007 to July 1, 2014, the number of children in out-of-home care increased 12.0 percent (from 18,622 to 20,848) of which 2,366 (an increase of 74.5 percent) were ages 18 - 20 years old.ⁱ Although placement funding for these youth is outside of the project, monitoring AB12 youth directly impacts workload and services for the zero - 17 year old population. To address this, DCFS has implemented specialized caseloads during the current fiscal year to monitor and provide services to the AB12 population.

Probation continues to implement Continuous Quality Improvement (CQI) strategies to adequately track and evaluate Waiver Initiatives. These include improved data collection protocols and increased managerial oversight. One initiative involves increased monitoring of community-based Placement agencies to facilitate optimal program performance and is measured through a recently piloted Group Home Monitoring instrument.

Probation continues to experience ' challenges in filling staffing vacancies for programs and initiatives such as Functional Family Therapy (FFT), FFP, the Group Home Monitoring Unit and the Dual Supervision Unit (Welfare and Institutions Code 241 .1).

While there have been some gains in staffing in recent months, the need to staff other critical operations within the Department has taken precedence.

Outcomes and Local Level Evaluation Activities

Due to the number and complexity of individual strategies utilized by the Departments, neither DCFS nor Probation can assign direct causality to individual strategies. Rather, the Departments view their outcomes as the result of combined systemic efforts that interweave strategies undertaken under the project with previous ongoing efforts.

The project has allowed DCFS the flexibility to provide a broader array of services to increase safety for children; not only has impacted the number of youth in out-of-home care; it has impacted DCFS' ability to increase the innovative initiatives that allowed children to remain safely in their own homes while receiving preventative services.

Since the start of the project on July 1, 2007 until July 1, 2014 (initial project period), the number of children ages zero - 17 years who were able to remain safely in their own homes increased 20.9 percent (from 11,550 to 13,961). Of this increase, there was a 39.6 percent increase (from 7,385 to 10,310) in children who received pre-placement Family Maintenance Services (FM) and a 12.3 percent decrease (from 4,165 to 3,651)

in the number of children who received FM services after receiving out-of-home care services. In addition, during this data interval, entries into foster care decreased 10.5 percent (from 10,426 to 9,334) (see Attachment I).

Efforts to reduce the out-of-home care population have focused on strategies that safely reduce entries into care and increase timely exits from care to permanency. During the initial project period, DCFS has experienced a 15.4 percent decrease (from 24,644 to 20,848) in the number of children/youth in out-of-home care. Of this 15.4 percent decrease, the zero – 17 year old population decreased 19.9 percent (23,086 to 18,482); while the 18 - 20 year olds increased 51.9 percent (1,558 to 2366).ⁱⁱ

The number of overall youth exiting foster care decreased 5.4 percent (8,866 to 8,383) while the zero -17 year old rate of exit decreased 3.5 percent (7,910 to 7,633)ⁱⁱⁱ and the number of emancipations decreased 52.6 percent (from 1,354 to 642) (see Attachment B-I). In addition, DCFS increased the number of youth in congregate care. During this data interval, the number of youth age zero -17 years in congregate care increased 8.7 percent (from 863 to 938).^{iv}

From January 1, 2011 to June 30, 2011, there were 3,556 children in out-of-home care for the first time. Of these 3,556 children, 44.1 percent reunified with their parents within 12 months, 54.9 percent reunified within 18 months, 61.3 percent reunified within 24 months and 63.2 percent within 36 months (see Attachment I). Since DCFS has removed fewer children from the home of their parents and more children are being provided in-home service, parents of the children who are detained often have greater issues and for the safety of the child, out-of-home care is still needed. The DCFS continues to assess these trends.

The DCFS evaluates project implementation through comparison of baseline and current data related to exits, entries and placements, as well as data provided through the University of California, Berkeley (UCB) Center for Social Services Research. In order to evaluate the impact of specific project activities on targeted outcomes, DCFS monitors activities in relation to the overall goals of the project. For example, decreasing the number of youth in out-of-home care and congregate care reduces DCFS assistance costs, allowing DCFS to utilize these funds to reinvest in program improvements and prevention services.

As part of a larger effort to integrate the ongoing use of outcome data into child welfare practice, DCFS has developed a Data Partnership effort with staff throughout the Department, Casey Family Programs, and the National Resource Center on Data and Technology. DCFS Stat, implemented in November 2011, allows staff and managers in each of the Department's offices, as well as centralized program staff, to assess key departmental measures by providing root cause analyses, exploring key underlying factors, and defining strengths and needs on a regular basis. A case review was added to DCFS Stat in April 2013 and "Data Champions" have been identified in each Regional Office.

Since the start of the Waiver, Probation has seen a steady decline in the average daily population (ADP) in group home placements. From July 1, 2007 through September 30, 2014, the ADP in group homes decreased 51.1 percent (from 1,611 to 787). A similar downward trend exists for all Probation placements (e.g., group home, kin), with a 41.2% (from 1,684 to 990) reduction in ADP as of September 30, 2014 (see Attachment II).

Probation has clearly demonstrated substantial progress on the California Children and Family Services Review (C-CFSR) reunification measures and remains committed to consistently improving on these measures. From July 1, 2007 to June 30, 2014, Probation increased its timely reunifications by 21.1 percent (from 66.9% to 81.0%),^v which is over the National Standard of 75.2 percent. Also during this time frame, Probation decreased its median time to reunification by 28 percent (from 9.7 months to seven months).^{vi} In addition, from January 1, 2014 to September 30, 2014, Probation decreased its average length of stay in out-of-home care by 15 percent (from 200 days to 170 days) (see Attachment B-II).

In January 2013, an evaluation of Probation's FFT and FFP programs was conducted by the Casey Family Programs, and data was analyzed from 2007 to 2011. The evaluation revealed the absence of a consistent pattern of findings across the intervention spectrum thus preventing the Department from drawing stronger conclusions regarding the effectiveness of FFT and FFP. The Department initiated more rigorous and systematic data collection processes to improve the accuracy of the data, particularly in relation to measures of model fidelity. Probation continues to collaborate extensively with the California Institute for Behavioral Health Solutions (CIBHS) and Casey Family Programs to ensure the quality and fidelity of the FFT and FFP data. Monitoring fidelity to the FFT model is a critical focus of Probation as it strives to successfully facilitate full implementation, while at the same time consistently achieving the intended outcomes of improved mental health and reductions in criminal recidivism.

Waiver Extension Phase II Planning and Development

While noteworthy progress has been made, the benefit of the Waiver for Los Angeles County cannot be completely achieved in five years. By extending California's Waiver, Los Angeles is in a position to apply lessons learned during the initial Waiver period to the extension, and focus future flexible funding benefits on increasing the capacity, utilization, and effectiveness of family engagement, family-centered practice and interventions, improving social-emotional well-being, and expanding child welfare practice, program and systems improvement.

During the Waiver Extension, DCFS will implement three new strategies; Core Practice Model / Safety Organized Practice, Enhanced Prevention and Aftercare Services and Partnership for Families.

The Core Practice Model deepens the Department's understanding about trauma, improves relationships with the community, only serves families who need intervention, works collaboratively with partners as well as families and communities, develops

awareness of the impact that DCFS has when we intervene and engage families through a more individualized casework approach that emphasizes family involvement, increased child safety, improved permanency outcomes and timeline, improved child and family well-being and improve the array of services and supports available.

Enhanced Prevention and Aftercare Services aligns with the Waiver's goals by providing alternative services in the area of prevention and family-centered practice. It allows the program to provide specific emphasis on the evidence-based practices of Safe Care, Supporting Father Involvement and Parents as Teachers, builds families' strengths in the areas related to the Protective Factors: parental resilience; social connection; knowledge of parenting and child development; increase economic opportunities and concrete supports; and children's social and emotional development and reduces the children and families that need to receive services from county child welfare services.

Partnership for Families (PFF) is an evidence-based, short-term, family centered intervention designed to diminish factors associated with child abuse and neglect. The PFF enhances family strengths in areas related to the Protective Factors: parental resilience; social connection; knowledge of parenting and child development; increase economic opportunities and concrete supports, increase children's social and emotional development, and reduces subsequent family involvement with DCFS.

The DCFS implemented a number of initiatives during the initial Waiver period (FYs 2007 through 2012). These initiatives have been institutionalized as part of the Department's everyday practice, and have already been absorbed into the annual budget or other funding sources have been identified. Two examples of DCFS securing alternative funding sources for current project initiatives are locating other funding sources, such as Metropolitan Transit Authority funds, to supplement the budgeted amount that was previously allocated to enhance the Youth Development Services contracts. Up-front Assessments (UFA) is another current project initiative that will not be funded as a project initiative. DCFS is undergoing a Promoting Safe and Stable Family/Child Abuse Prevention, Intervention and Treatment Redesign (PSSF/CAPIT) and funding for UFA will be included in this redesign.

Probation actively participated in the planning efforts for the Waiver Extension in collaboration with CDSS and prospective Waiver Counties. Probation participated in regular conference calls and meetings to discuss the program as well as the fiscal and evaluation components of the Waiver Extension.

Wraparound was selected as the key Probation intervention for the Waiver Extension and all Counties are required to include Wraparound in the statewide evaluation. Probation continues to be involved in the Wraparound Standards Workgroup, where the overarching goal is to clarify the Wraparound standards that will be utilized in statewide training efforts. In addition to the foregoing, the Waiver Management Team has been meeting with key County stakeholders involved in Wraparound to better clarify the required data-gathering efforts needed to facilitate an evaluation designed to measure how well Probation is adhering to the fidelity aspects of the Wraparound program.

Probation will also include FFT and FFP in the statewide Waiver evaluation. The FFT uses two teams of in-house Deputy Probation Officers (DPOs) to provide treatment services to Probation youth between the 13-18 years old who are returning home from suitable placement, or are imminent risk of out-of-home placement.

The FFP uses in-house DPOs to provide treatment services to Probation youth assessed as moderate to high risk. FFP is an evidence-based supervision model grounded in Functional Family Therapy principles.

Probation is using re-investment dollars to fund several additional initiatives and strategies. Probation will continue to fund the majority of these initiatives with reinvestment funds, but they will not be included in the statewide evaluation of the Waiver project. The Department has updated the list of initiatives and strategies for the new Waiver extension that will serve as a catalyst to maintaining and building upon the improved outcomes achieved during the first project period (see Attachment B-III).

Probation, consistent with its CQI processes, will evaluate these strategies to ensure that accurate and appropriate data is being gathered. This data will then be used to measure the efficacy of the various Waiver strategies. The overarching effect of these data gathering efforts will require that Probation become more data-oriented in its decision-making process.

During the first five-year project period, Probation used the C-CFSR outcome measures of child safety, permanency and well-being to evaluate the efficacy of the project strategies. These measures were created specifically for youth involved with the Child Welfare system. While several of these measures have been used to determine outcomes for youth in out-of-home placement, Probation worked with CDSS in the early 2014 to ensure that delinquency risk and needs measures are also included. Probation succeeded in collaborating with CDSS and other county Probation Departments to include decreased recidivism as one of the State's waiver goals and objectives in the Waiver project. Probation is continuing to work with CDSS to determine the final indicators for this goal to better measure the impact of the Waiver strategies on recidivism and well-being.

Probation and DCFS have entered into a Fiscal Memorandum of Understanding (MOU), which establishes the processes by which the Departments will freely report and exchange relevant fiscal information. This MOU establishes clear timelines for this exchange of information. The Departments will meet regularly in the coming months to clearly define the fiscal methodology necessary to determine the specific breakdown of allocations for both the Assistance and Administration portions of the budget, as well as the calculation of reinvestment savings available at the end of each year.

IV. EVALUATION STATUS

Final Findings

The Project Final Evaluation Report was submitted to the CDSS on December 12, 2012, and then by the CDSS to the Administration for Children and Families, Children's Bureau on December 28, 2012. The Addendum to the Project Final Evaluation Report was submitted to the CDSS on June 26, 2013 and then to the Administration for Children and Families, Children's Bureau December 27, 2013.

APPENDICES

Appendix A: Alameda County Documents – DCFS

- A-I Waiver Executive Team Listing
- A-II Alameda County Waiver Dashboard Report, August 2014
- A-III Alameda County Waiver Goal Progress Report, Year 7
- A-IV Evaluation Project Status Report
- A-V The Gathering Place Evaluation Report
- A-VI Summer and Afterschool Youth Employment Program (SASYEP) Evaluation Report
- A-VII Post-Reunification Services Evaluation Report
- A-VIII Alameda County Key Outcomes Presentation Tool, 2014 Quarter 2
- A-IX Alameda County Fiscal Workbook
- A-X Alameda County Project Listing
- A-XI Documents Submitted to the Alameda County Board of Supervisors:
 - i. Title IV-E Waiver Memorandum of Understanding
 - ii. Another Road to Safety

Appendix B: Los Angeles County Documents

- B-I CWS Dynamic Report System-Key Outcomes Presentation Tool for Point in Time July 1, 2007 through June 30, 2014
- B-II Probation Outcomes

- B-III Title IV-E California Well-being Project Los Angeles County Probation Department
- B-IV Los Angeles County Fiscal Workbook
- B-V CWS Fiscal Workbook
- B-VI Probation Fiscal Workbook
- B-VII CWS Project Listings
- B-VIII Probation Project Listings

ⁱ Data Source: C.D.S.S./UC Berkeley California Child Welfare Indicators Project 10/08/14

ⁱⁱ Data Source: California Child Welfare Indicators Project (CCWIP), University of California at Berkeley, CWS/CMS 2014 Quarter 2 Extract.

ⁱⁱⁱ Data Source: C.D.S.S./UC Berkeley California Child Welfare Indicators Project 10/ 08/ 14

^{iv} Data Source: C.D.S.S./UC Berkeley California Child Welfare Indicators Project 10/ 08/ 14

^v Data Source: C.D.S.S./UC Berkeley California Child Welfare Indicators Project 10/ 08/ 14

^{vi} Data Source: C.D.S.S./UC Berkeley California Child Welfare Indicators Project 10/ 08/ 14