

**County of Santa Clara**  
Social Services Agency



333 West Julian Street  
San Jose, California 95110-2335

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DATE: August 20, 2014

TO: CDSS Integrated Services Unit

FROM: Bruce Wagstaff, Agency Director 

SUBJECT: Title IV-E California Well Being Project-Santa Clara County

Attached is the Fiscal Template and revised County Plan for the Title IV-E Waiver Project on behalf of Santa Clara County. Although Santa Clara County continues to be interested in being part of the Waiver, our fiscal analysis indicates that the absence of a CNI for FY2015 negatively impacts our County. We will advise you if this presents a barrier to obtaining approval through our Board of Supervisors.

For any questions, please feel free to contact Lori Medina, Director, Department of Family and Children's Services at (408) 501-6800.

California Department of Social Services  
 Title IV-E Well-Being Demonstration Project Budget for County Plan  
 Child Welfare

	SFY 2014-15 (9 months)	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20 (3 months)
<b>Revenues</b>						
Title IV-E Foster Care Federal Assistance	\$6,296,587	\$8,644,948	\$8,820,846	\$9,108,397	\$9,324,027	\$2,098,862
Title IV-E Foster Care Federal Administration	\$19,448,897	\$27,544,776	\$28,277,048	\$29,282,770	\$30,512,248	\$6,482,966
Foster Care Nonfederal Assistance	\$6,296,587	\$8,644,948	\$8,820,846	\$9,108,397	\$9,324,027	\$2,098,862
Foster Care Nonfederal Administration	\$19,448,897	\$27,544,776	\$28,277,048	\$29,282,770	\$30,512,248	\$6,482,966
Sub Total	\$51,490,968	\$72,379,447	\$74,195,789	\$76,782,334	\$79,672,549	\$17,163,656
<b>Expenditures</b>						
Title IV-E Foster Care Federal Assistance	\$6,066,347	\$8,593,182	\$9,027,997	\$9,484,814	\$9,964,745	\$2,022,116
Title IV-E Foster Care Federal Administration	\$17,371,314	\$25,269,256	\$27,836,612	\$30,664,812	\$33,780,357	\$5,790,438
Foster Care Nonfederal Assistance	\$6,066,347	\$8,593,182	\$9,027,997	\$9,484,814	\$9,964,745	\$2,022,116
Foster Care Nonfederal Administration	\$17,371,314	\$25,269,256	\$27,836,612	\$30,664,812	\$33,780,357	\$6,482,966
Total Welfare Department	\$46,875,321	\$67,724,875	\$73,729,218	\$80,299,250	\$87,490,203	\$16,317,635
<b>Surplus/Deficit</b>						
Annual Surplus/Deficit	(\$4,615,647)	(\$4,654,572)	(\$466,571)	\$3,516,916	\$7,817,654	(\$846,021)
Cumulative Surplus/Deficit	(\$4,615,647)	(\$9,270,219)	(\$9,736,790)	(\$6,219,874)	\$1,597,780	\$751,759
Net Surplus/Deficit	(\$4,615,647)	(\$8,672,498)	(\$4,177,743)	\$4,356,865	\$17,040,852	\$21,130,246
<b>Interventions</b>						
Safety Organized Practice/Core Practice Model	\$597,722	\$4,961,325	\$5,017,692	\$4,866,333	\$4,935,416	\$199,241
Optional Intervention 2	\$0	\$0	\$0	\$0	\$0	\$0
Optional Intervention 3	\$0	\$0	\$0	\$0	\$0	\$0
Total Intervention Investment Expenditures	\$597,722	\$4,961,325	\$5,017,692	\$4,866,333	\$4,935,416	\$199,241
<b>Cumulative Available Reinvestment Funds</b>	<b>(\$4,017,926)</b>	<b>(\$3,711,173)</b>	<b>\$839,949</b>	<b>\$9,223,198</b>	<b>\$21,976,268</b>	<b>\$21,329,487</b>

Enter County Name Here: County of Santa Clara

**Comments:**  
 Interventions Cost reflects net cost (total intervention cost - projected intervention savings = Net Intervention Cost)  
 County will use 2011 Realignment savings and Wraparound Reinvestment Funds to cover some portion of deficit Yr 3, 4, and 5

California Department of Social Services  
 Title IV-E Well-Being Demonstration Project Budget for County Plan  
**Probation**

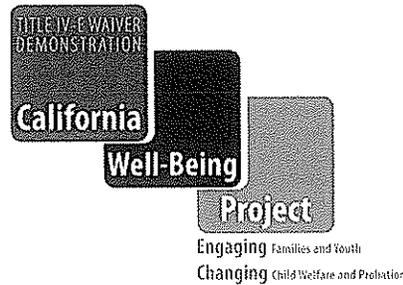
	SFY 2014-15 (9 months)	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20 (3 months)
<b>Revenues</b>						
Title IV-E Foster Care Federal Assistance	\$0	\$0	\$0	\$0	\$0	\$0
Title IV-E Foster Care Federal Administration	\$3,762,110	\$5,379,969	\$5,522,995	\$5,719,429	\$5,959,568	\$1,254,037
Foster Care Nonfederal Assistance	\$0	\$0	\$0	\$0	\$0	\$0
Foster Care Nonfederal Administration	\$3,762,110	\$5,379,969	\$5,522,995	\$5,719,429	\$5,959,568	\$1,254,037
<b>Sub Total</b>	<b>\$7,524,219</b>	<b>\$10,759,938</b>	<b>\$11,045,989</b>	<b>\$11,438,859</b>	<b>\$11,919,135</b>	<b>\$2,508,073</b>
<b>Expenditures</b>						
Title IV-E Foster Care Federal Assistance	\$0	\$0	\$0	\$0	\$0	\$0
Title IV-E Foster Care Federal Administration	\$3,360,240	\$4,935,521	\$5,436,970	\$5,989,366	\$6,597,885	\$1,120,080
Foster Care Nonfederal Assistance	\$0	\$0	\$0	\$0	\$0	\$0
Foster Care Nonfederal Administration	\$3,360,240	\$4,935,521	\$5,436,970	\$5,989,366	\$6,597,885	\$1,120,080
<b>Total Welfare Department</b>	<b>\$6,720,480</b>	<b>\$9,871,041</b>	<b>\$10,873,939</b>	<b>\$11,978,731</b>	<b>\$13,195,770</b>	<b>\$2,240,160</b>
<b>Surplus/Deficit</b>						
Annual Surplus/Deficit	(\$803,739)	(\$888,897)	(\$172,050)	\$539,872	\$1,276,635	(\$267,913)
Cumulative Surplus/Deficit	(\$803,739)	(\$1,692,637)	(\$1,864,687)	(\$1,324,815)	(\$48,180)	(\$316,093)
Net Surplus/Deficit	(\$803,739)	(\$1,540,029)	(\$2,096,321)	(\$2,147,556)	(\$1,665,517)	(\$2,687,171)
<b>Interventions</b>						
Wraparound	\$152,608	(\$384,242)	(\$591,107)	(\$794,596)	(\$753,741)	\$50,869
Optional Intervention 2	\$0	\$0	\$0	\$0	\$0	\$0
Optional Intervention 3	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Intervention Investment Expenditures</b>	<b>\$152,608</b>	<b>(\$384,242)</b>	<b>(\$591,107)</b>	<b>(\$794,596)</b>	<b>(\$753,741)</b>	<b>\$50,869</b>
<b>Cumulative Available Reinvestment Funds</b>	<b>(\$651,132)</b>	<b>(\$1,924,271)</b>	<b>(\$2,687,428)</b>	<b>(\$2,942,152)</b>	<b>(\$2,419,258)</b>	<b>(\$2,636,302)</b>

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**Comments:**

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 County will use 2011 Realignment savings and Wraparound Reinvestment Funds to cover some portion of deficit Yr 3, 4 and 5

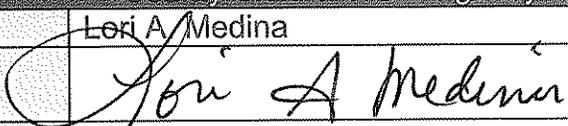
California Department of Social Services (CDSS)  
Title IV-E California Well-Being Project



All County Plans for the Title IV-E Child Well-Being Project are expected to comply with the following requirements.

1. The County Plan, with original signatures from the Child Welfare Director and the Chief Probation Officer, must be submitted to CDSS at:  
California Department of Social Services  
Integrated Services Unit  
744 P Street, MS 8-11-86  
Sacramento, CA 95814
2. The County Plan submissions must be received by 5:00 p.m. on **August 15, 2014**. An electronic copy of the County Plan should be sent to [IV-EWaiver@dss.ca.gov](mailto:IV-EWaiver@dss.ca.gov). The County Plan with original signatures by the Child Welfare Director and the Chief Probation Officer must be received by CDSS within seven days of the electronic copy submission date. Faxes will **not** be accepted.
3. The County Plan must be an integrated plan with information and data for both Social Services and Probation Departments.
4. The County Plan should describe the project-wide interventions (SOP and Wraparound) as well as any optional county specific targeted interventions. Each county may identify up to two child welfare and up to two probation interventions.
5. The County Plan may be amended during the project period via submittal of the County Plan Amendment Form. Amendment forms may be requested at [IV-EWaiver@dss.ca.gov](mailto:IV-EWaiver@dss.ca.gov).
6. The County Plan should not exceed 25 pages excluding the budget.

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

Title IV-E California Well-Being Project Signature Sheet County Submittal	
County Name	Santa Clara County
County Child Welfare Agency Director	
Name	Lori A. Medina
Signature*	
Phone Number	(408) 501-6800
Mailing Address	373 West Julian Street, 5 <sup>th</sup> Floor, San Jose, California 95110
County Chief Probation Officer	
Name	Laura Garnette
Signature*	
Phone Number	(408) 278-5900
Mailing Address	2314 North First Street, San Jose, California 95110
<b>Mail the original Signature Sheet to:</b> California Department of Social Services Integrated Services Unit 744 P Street, MS 8-11-86 Sacramento, CA 95814	
*Signatures must be in blue ink.	

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

Contact Information*		
Child Welfare Agency		
Program	Name	Stanley Lee
	Agency	Social Services Agency, Department of Family and Children's Services
	Phone and Email	(408) 501-6804 stanley.lee@ssa.sccgov.org
	Mailing Address	373 West Julian Street, 5th Floor, San Jose, CA. 95110
Evaluation	Name	Catherine Vu
	Agency	Social Services Agency
	Phone and Email	(408) 755-7713 catherine.vu@ssa.sccgov.org
	Mailing Address	333 West Julian Street, 5th Floor, San Jose, CA. 95110
Fiscal	Name	Sandra Dalida
	Agency	Social Services Agency
	Phone and Email	(408) 755-7202 sandra.dalida@ssa.sccgov.org
	Mailing Address	333 West Julian Street, 5 <sup>th</sup> Floor, San Jose, CA. 95110
Probation Agency		
Program	Name	Jermaine Hardy
	Agency	Juvenile Probation
	Phone and Email	408-278-5921 jermaine.hardy@pro.sccgov.org
	Mailing Address	840 Guadalupe Parkway San Jose, CA 95110
Evaluation	Name	Arcel Blume
	Agency	Probation
	Phone and Email	408-468-1639 arcel.blume@pro.sccgov.org
	Mailing Address	2314 N. First Street San Jose, CA. 95131
Fiscal	Name	Jessie Fuentes
	Agency	Probation
	Phone and Email	408-468-1822 jessie.fuentes@pro.org
	Mailing Address	840 Guadalupe Parkway San Jose, CA 95110

California Department of Social Services (CDSS)  
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\*The Program and Evaluation Contact may be the same.

California Department of Social Services (CDSS)  
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Date: August 14, 2014

County: Santa Clara

TITLE IV-E CALIFORNIA WELL-BEING PROJECT PLAN

COUNTY PROFILE

Describe the county's population trends and demographics. Review the county's current System Improvement Plan to identify current child welfare (CW) and probation needs, goals and outcomes. Include a description of the structure between Social Services and Probation for the Project's implementation.

Santa Clara County, officially the County of Santa Clara, is a county located in the U.S. state of California. As of the 2010 census, the population was 1,781,642. The estimated 2013 population is 1,862,041. The county seat is San Jose, the tenth-most populous city in the United States. Santa Clara County is included in the San Jose-Sunnyvale-Santa Clara, California Metropolitan Statistical Area as well as the San Jose-San Francisco-Oakland, California Combined Statistical Area. Located at the southern end of the San Francisco Bay, the highly urbanized Santa Clara Valley within Santa Clara County is also known as Silicon Valley, but also encompasses some semi-rural farming areas. Santa Clara is the most populous county in the San Francisco Bay Area region. Santa Clara County is an extremely diverse, multi-cultural community, Approximately 36.8% of the population are foreign born, 50.8% speak a language other than English in the home, 86.5% are high school graduates and 46.0% have a Bachelor's Degree or higher. The population in Santa Clara County that was under 18 years of age was 405,446 as of the 2010 Census, or about 22.76% of the overall population. In 2012, Latinos comprise 38.8% of the population, Asian and Pacific Islanders 32.9%, African Ancestry 2.2% and Whites comprise 25.9% of the overall population. The 2013 estimate of the population under 18 years of age is 435,718 or 23.4% of the overall population. African Ancestry children make up 2.2% of the child population; Asian and Pacific Islander children 25.9%; Latino children 38.9% and White children 32.9% of the child population. The estimates are that the overall population and the overall child population in Santa Clara County will continue to increase in the next few years.

Within the child welfare system in Santa Clara County, as of June 30, 2014, Latino children comprise 63.4% of the children in child welfare, African Ancestry children 10.66%, White children 16.75% and Asian and Pacific Islander children 6.81%, and Native American children 2.24% of the children in child welfare. In the Santa Clara County child welfare system, historically, Latino and African Ancestry children have been overrepresented as compared to their proportion within the general population,

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and Asian and Pacific Islander and White children have been underrepresented as compared to their representation in the overall population. Although the percentages differ, the same groups are overrepresented and underrepresented, respectively, for children and youth involved in the Juvenile Justice system.

Over the last two decades, Santa Clara County has had significant demographic shifts in its youth population (ages 10-17). Overall the population has increased by 19 percent, but the shift between racial and ethnic groups has been even more dramatic. The youth of Santa Clara are increasingly youth of color. The White youth population has decreased by 22 percent since 1993, and is no longer a majority. The Latino youth population has increased by 46 percent to become the largest racial/ethnic population. During the same time, Asian/Pacific Islander youth numbers increased by 72 percent. The percentage of Black youth has decreased by 17 percent, while the Native American youth population has had the greatest decrease of 29 percent.

In 2013, of the total 6,612 youth arrested in Santa Clara County, 1,851 youth (28 percent of all youth arrested) were booked at Juvenile Hall. Following national trends, Santa Clara County experienced a reduction in arrest. In 2013, there was a 20 percent decrease in arrests for all youth compared to 2012, with almost 1,700 fewer arrests in 2013. Since 2011, there has been a 32 percent decrease in the number of arrests. A review of the youth population and arrests clearly indicates overrepresentation for Latino and Black youth. While Latino youth represent 36 percent of the overall youth population, they represent 67 percent of youth arrested. Black youth represent three percent of the overall youth population, but nine percent of arrested youth. The demographic shifts and arrest rates for youth remind us why improving outcomes for youth of color is critical to the future success not only of those individual youth, but of the county as a whole.

The Santa Clara County System Improvement Plan for child welfare for 2013-2018 is a plan which is designed to a) address and eliminate the over-representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system"; b) address safety and ensure that children and families are assessed in a timely manner and those families are provided the necessary resources and supports so that children do not enter the children welfare system or re-enter the child welfare system; and c) address permanency for children and families as defined by ensuring family reunification or children returning to live with one or both parents, or if this is not

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possible placement with relatives or non-relatives in a guardianship or adoption situation.

Santa Clara County's goals regarding the over-representation of Latino and African American children and families are specifically crafted around actions steps that ensure adequate prevention services and clear protocols that help social workers and community members understand the differences and nuances between harm and potential future risk and the difference between well-being and safety. In addition, action steps are aimed at building an understanding of the impact of poverty and helping to lead the community to identify additional prevention resources that are needed in Santa Clara County. Specific strategies have been developed around addressing issues in three broad areas: over-representation/ disproportionality issues; increasing prevention and safety options for children and families; and improving Family Reunification and Permanency outcomes, including supports for transition aged youth.

Santa Clara County Probation outcomes selected for improvement in this cycle include the following outcome measures: timely reunification, placement stability (at least 24 Months in Care) and least restrictive placement, and address and eliminate the over-representation of African Ancestry and Latino families in probation foster care placement. The strategies that Santa Clara County has developed center around developing a coordinated and integrated child welfare and juvenile justice system that enhances services and outcomes for dually involved youth; improving family supports through linkages to family-based alternative services and alternative placements to group homes for probation youth in placement; increasing the number of youth who are safely reunified in a timely manner with their families through increased support and engagement with parent(s); increase placement with relatives and Non-Relative Extended Family Member (NREFM) placements, and safely support probation youth and the parent(s) in family reunification; and address and eliminate the over-representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino youth will be no more likely than other youth given the same risk or protective capacity factors, to enter probation foster care placement," and to continue to actively monitor representation for all children within the Juvenile Justice System in an effort to track disproportionality at all times.

The Department of Family and Children's Services (DFCS) and Juvenile Probation Departments (JPD) are organized and operate under two different county organizations, the Social services Agency and the Probation Department. However, the children and youth served by both departments are the same populations. As a result, there has always been a working relationship between the two departments. This working

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relationship has become even stronger as the departments have increasingly worked together on mutual collaborations such as the Dually Involved Youth (DIY) Initiative and on the Commercially Sexually Exploited Children (CSEC) Collaborative. Although the departments have separate organizational structures, the DFCS and JPD will continue to work closely together to address the needs of children, youth and families in the County.

**OTHER KEY INITIATIVES AND PILOT DEMONSTRATIONS**

Describe each initiative (i.e. California Partners for Permanency (CAPP), Quality Parenting Initiative (QPI), Resource Family Approval (RFA) Program), including expected impact, anticipated immediate/measurable changes and potential benefits/risks.

Santa Clara County Department of Family and Children's Services (DFCS) has been involved in the California Partners for Permanency (CAPP) initiative/project, which is a five year Federal grant to California (for the period from 2011 to 2015) which is focused on reducing long term foster care. The CAPP Project is one of six Federal grants under the Permanency Innovations Initiative (PII). California is one of the six grantee sites. Within California, four counties are participating in the initiative in collaboration with the California Department of Social Services (CDSS): Fresno, Humboldt, Los Angeles, and Santa Clara Counties. The CAPP project specifically targets African Ancestry and Native American children, but looks to have broader, positive impacts for all children in the child welfare system

The CAPP project is built upon the foundational basis of understanding broad social, racial and historical factors; partnering with supportive communities; addressing underlying grief, trauma, and loss issues; and increased use of and access to unique cultural-based support. This foundation was the basis for beginning work to change how DFCS engages and works with children, youth and families and their communities, building trust and valuing individual, family and community strengths. Through the gradual process of community involvement and partnering with the community and the DFCS commitment to changing and improving child welfare practice a Child and Family Practice Model (CFPM) was developed which allows social workers to work in partnership with families while addressing the safety and well-being of children. The CFPM centers around the values and principles of exploration and engagement, power of family, circle of support and healing trauma. From the values and principles, the core elements are inquiry and engagement; self-advocacy and advocacy; teaming and shared commitment and accountability and well-being partnerships. Implementation of the

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CFPM is supported through technical assistance provided by the grantee and by the use of Implementation Science. The CFPM is supported through intensive training and coaching to support new skills and practice, feedback loops to promote continuous improvement, and by the use of Fidelity Assessments (in partnership with Community Stakeholders) to evaluate whether the practice model is reflected in the practices of the child welfare staff. The involvement of the community has been a key component in the CFPM training model that has been developed, as well their involvement in the Fidelity Assessment process and participation in Technical Assistance meetings and in partnership with DFCS leadership to build system change and sustainability. A central element of the CFPM is the use of Safety Organized Practice (SOP) principles and concepts. However, for the CAPP project, the CFPM centers around continuing child welfare services and the use of SOP by social workers is voluntary and selective. Progress has been made in implementing CFPM, and additional work needs to be done to fully integrate the practice into the work of child welfare. Measurable benefits that are expected from the CAPP project includes improved engagement with children and families, improved family and community involvement, and decreased length of stay in foster care and improved permanency outcomes.

The DFCS is also involved in the Quality Parenting Initiative (QPI), which began in 2009 as a collaborative effort with the California Department of Social Services (CDSS), the County Welfare Directors Association (CWDA) and the Youth Law Center with support from the Stuart, Walter S Johnson and David B. Gold Foundations. The goal of the initiative, formerly known as the Caregiver Recruitment and Retention Pilot, is to develop a statewide approach to recruiting and retaining high-quality caregivers to provide excellent care to children in California's Child Welfare System. Santa Clara County is one of nine California implementation counties.

The core premise of QPI is that the primary goal of the child welfare system is to ensure that children have effective, loving parenting. The best way to achieve this goal is to enable the child's own parents to care for him or her. When it is not possible to ensure a child's safety and well-being in the home of the parents, the child welfare system must ensure that the foster or relative family caring for the child provides the loving, committed, skilled care that the child needs, while working effectively with the system to achieve the long term goals of ensuring the child's safety, well-being, and permanency. The key elements of the QPI process are:

- To clearly define the expectations of caregivers;
- To clearly articulate these expectations; and then
- To align the child welfare system so that those goals can become a reality.

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The major successes of the project have been in facilitating systems change and building improved relationships. The goals are to have measurable improvement in outcomes such as:

- Reduced unplanned placement changes;
- Reduced use of group care;
- Reduced numbers of sibling separation and increased numbers of sibling placements

The QPI utilizes different strategies to help achieve the goals specified above, including creating Licensing Guidelines/Licensing Informational sheets; utilizing media campaigns including Mini – Documentaries; Media Campaign through local radio stations (KBAY/KEZR Commercial :Matters of the Heart.); Mall Media: Indoor mall kiosks at Eastridge and Oakridge Malls; Social Media/Face Book Page; and a San Jose Mercury News: weekly “Matters of the Heart” article.

The QPI also involves general recruitment of foster families. Recruiters are utilizing libraries and other venues throughout Santa Clara County (SCC) to activitely promote general recruitment. Fliers are now located at all SCC libraries. Targeted Recruitment is also occurring for specialized foster homes. The Department was awarded a grant from Wendy’s Wonderful Kids Foundation, which will assist with targeted recruitment for children. In addition, screening tools to assess potential foster parent suitability, and a database for recruitment has been developed to gather information regarding prospective resource parents. Data is collected beginning with the initial inquiry, through training, and licensure . The flexibility of the data reports allows the Department to ascertain which recruitment efforts are working, where gaps in training occur, and why prospective resources parents do not complete the licensure process.

The DFCS is also involed in the Resource Family Approval (RFA) Program. The Resource Family Approval Program was authorized through Senate Bill 1013 (Chapter 35, Statutes of 2012). The statute requires the California Department of Social Services (CDSS), in consultation with county child welfare agencies, foster parent associations, and other interested community parties, to implement a unified, family friendly, and child-centered resource family approval process to replace the existing multiple processes for licensing foster family homes, approving relatives and nonrelative extended family members as foster care providers, approving guardianships, and approving adoptive families.

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Five counties that represent varying geographical locations have been selected to be early implementers of the RFA Program. The five counties include Kings, San Francisco, San Luis Obispo, Santa Barbara, and Santa Clara.

In November of 2012 an RFA kick-off event occurred with the five early implementation counties and the County Welfare Directors Association (CWDA). The counties will begin implementation of the RFA program between October of 2013 and February of 2014 and continue for three full fiscal years. Santa Clara County is currently in the process of developing streamlined processes and procedures and building staffing to support the RFA initiative.

The SSA/DFCS, in partnership with the Jane Adams College, University of Illinois, and the Walter S. Johnson Foundation are currently involved in a study on external factors within the Latino and LGTBQ communities as it relates to disproportionate entry into the child welfare system, and seeks to identify effective practices specific to these populations. Putting Pride into Practice was another initiative that infused trainings and principles that are unique to the LGTBQ youth community in child welfare.

The Santa Clara County Juvenile Probation Department (JPD) has been addressing the disproportionate representation of youth of color in the juvenile justice system since 2004. The County has actively engaged in interest-based, consensus building with participating stakeholder group leaders, and the promotion of equitable and fair delivery of services to the Latino community. This engagement occurred as a result of the Harvard Study Consensus Process convened by La Raza Roundtable de California. This was a facilitated process to create transformative multisystem change aimed at eliminating the disproportionate representation of Latinos in local juvenile justice, juvenile dependency, and criminal justice systems.

The Disproportional Minority Confinement (DMC) Support Project is a 3 year project for addressing the disproportionate representation of youth of color in the juvenile justice system. As part of the DMC Support Project, Probation has contracted with several providers, including: The National Compadres Network, W. Hayward Burns Institute, Friends of Human Relations Commission, the NAACP and Ujima Adult and Family Services. The first year focus was on training. Probation staff, court system partners, community and county system partners, and law enforcement agencies participated in both Unconscious Bias Training and DMC training.

Probation tends to focus primarily on Placement Diversion as our primary strategy for reducing out-of-home placement. However, in addition to serving court wards as a

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formal alternative to group home care, the Reentry Services team also serves court wards with high criminality reentering the community to prevent escalation deeper into the juvenile justice system, such as out-of-state foster care placement and commitments to the California State Department of Juvenile Justice (DJJ).

- Multidimensional Treatment Foster Care (MTFC): Probation has developed a partnership with the Bill Wilson Center (a local community provider) to provide local (MTFC) placement as an alternative to congregate care, incarceration, and hospitalization for adolescents who have chronic antisocial behavior, emotional disturbance, and delinquency. MTFC is an evidence based foster care program that places one youth with a foster family at a time. Community families are recruited, trained, and supported to provide MTFC placed adolescents with intensive supervision at home, in school, and in the community; clear and consistent limits with follow-through on consequences; positive reinforcement for appropriate behavior; a relationship with a mentoring adult; and separation from delinquent peers.

- Section 241.1 of the California Welfare and Institutions Code allows for a jointly developed written protocol to determine which status (dependency or wardship) will serve the best interests of both the youth and public safety. Following several years of development of a dually involved youth process, in 2012, a one year technical assistance grant supported by the MacArthur Foundation/OOJJDP was awarded to Santa Clara County Probation Department, the Department of Family and Children Services (DFCS), the Juvenile Justice Court and the Dependency Court. This grant required Probation to work closely with DFCS, the Courts, identified community partners and stakeholders, to redefine how the needs of this unique population of dually involved youth are met. Using evidence-based practices and a new practice model of service, needs identification and delivery, we are challenging ourselves to create service programs that will result in better outcomes for these youth, their families, and the community. Although the grant has ended, the work continues. Several cross systems committees continue to redefine practice and create a sustainable and successful program. Some of our successes to date include the creation of a dually involved youth initial protocol, and the creation of a Dually Involved Youth (DIY) unit. The DIY (Dually Involved Youth) unit consists of co-located probation officers and social workers, overseen by both Probation and DFCS supervisors and managers.

The DIY unit uses a coordinated and holistic approach by which Probation and DFCS works together to jointly provide appropriate services and intensive case management. DIY staff jointly assess the need of services provided to the youth and the family. It recognizes the critical role that families play in planning for an array of services to meet

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the specific needs of their youth and family. Further, they coordinate the development of case plans. This includes the presentation of these case plans to the court as part of the case dispositional process. DIY staff provide coordinated case supervision, continuing the partnership between Probation and DFCS throughout the time the case is open in both systems. It includes the need of updating case plans to improve youth and family outcomes and reflect the changing dynamics in families. Additionally, cross training of staff, the creation of an in-depth data tracking system to drive evidence-based decision making, and the ongoing refinement of probation and social work practice to meet the needs of the DIY population all stemmed from the changes in how DIY youth are now being served in Santa Clara County.

- Encouraging Diversity Growth and Education program (The EGDE) was designed and implemented as an alternative to out of home placement. The EDGE is a community based school and day treatment program operated by Probation and the Santa Clara County Office of Education (SCCCOE). The EDGE services include mental health, drug and alcohol, behavior modification and other programs in an intensive and targeted school setting.

- The Equity Project: The Probation Department was chosen as a model site for the Equity Project to focus on the needs of LGBT youth in the juvenile justice system. The Equity Project is a collaborative initiative between Legal Services for Children, the National Juvenile Defender Center, and the National Center for Lesbian Rights aimed at ensuring that LGBT youth who are in the juvenile justice system are treated with dignity, respect and fairness. In 2012, the Project has entered a three-year partnership with Santa Clara County to provide hands-on guidance and support to build local capacity to sustain professional competency. The work included developing a detailed work plan, convening of a local workgroup, developing several, specific policies regarding treatment of youth in custody delineation of clear expectations of contract service providers and conducting cross-disciplinary trainings.

Since the implementation of these key initiatives and several other program and practice changes there has been a significant reductions in out of home placements from pre 2011 placement levels. Usage of secure detention facilities for disposition continues to decrease. Commitments to Juvenile Hall, the Juvenile Rehabilitation Facility (The Ranch), and the Division of Juvenile Justice (DJJ) have decreased by 23 percent cumulatively. Perhaps the most significant decrease has been to DJJ (formerly California Youth Authority, or CYA). In 2013, there were no youth committed to DJJ.

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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**

<b>Elements of the Model (Tools)</b>	<b>Engagement</b>	<b>Assessment</b>	<b>Service Planning and Implementation</b>	<b>Monitoring and Adapting</b>	<b>Transition</b>
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

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**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
<p><b>Phase 1 Engagement and Team Preparation</b></p>	<p>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.</p>
<p><b>Phase 2 Initial Plan Development</b></p>	<p>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.</p>
<p><b>Phase 3 Implementation</b></p>	<p>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.</p>
<p><b>Phase 4 Transition</b></p>	<p>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.</p>

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**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	
<b>SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM)</b> <b>Is SOP / CPM a System Improvement Plan (SIP) Strategy?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>The following project goals will be targeted by the intervention above:</b> <ul style="list-style-type: none"> <li>• Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems</li> <li>• Engage families through a more individualized casework approach that emphasizes family involvement</li> <li>• Increase child safety without an over-reliance on out-of-home care</li> <li>• Improve permanency outcomes and timelines</li> <li>• Improve child and family well-being</li> <li>• To decrease recidivism and delinquency for youth on probation</li> </ul>	
5 Year Plan	
Target Population	All children, youth age 0-17 and their families that become involved with the child welfare system.
Geographic Area	Santa Clara County
Expected short and long term outcomes	Improved engagement with children, youth and families Increased identification and use of non-traditional support systems for children, youth and families Reduced entries into child welfare Reduced out of home placements Reduced length of placements Increase in the percentage of children placed in relative care Decrease in the percentage of children placed in group homes Reduced time to permanency Increased services and supports for transition aged youth
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Contracts for External Coaches in order to coach the SOP to staff for knowledge, skill and utilization of the tool; to fidelity and to build internal capacity and create sustainability within the Department. Contracting timelines will be in accordance with county policies and procedures and usually require four months from the Request for Contract to bidding, selection, finalization, and possible need for Board of Supervisors approval. Additional contracts for training may be necessary depending on training ability and capacity from the local

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	Regional Training Academy to train SOP to multiple cohorts.
<b>Projected Number of Children and Families to be Served</b>	
<b>Plan Year 1</b>	0 children/families served - implementation planning and development.
<b>Plan Year 2</b>	Reduction in overall caseload by 2.5% (based on our August 11, 2014 number of 2,262 children in our child welfare caseloads, this reduction would translate to approximately 56-57 children/23-24 families) ; reduction in group home utilization of 5% to 10% (based on our August 2, 2014 number of 1,328 children in out of home care, of which 140 are in group home care, this would translate to 7-14 less children in group home care); ; increase in relative placements from 2-5% (based on our August 4, 2014 number of 575 children in relative/NREFM placements, this would translate to an increase of 11-28 children in relative/NREFM placements); increase in Foster Family Home placements by 2% (based on our August 4, 2014 number of 211 children in Foster Family Homes, this would translate to an increase of 3-4 children placed in Foster Family Homes); increase in Foster Family Agency Placements by 2% (based on our August 4, 2014 number of 229 children placed in Foster Family Agency placements this would translate to an increase of 4-5 children placed in Foster Family Agency placements) ; and reduction in removals by 2% (based on 2013-2014 removals into Family Reunification of 380 children, this would translate to a decrease of 7-8 children being removed).
<b>Plan Year 3</b>	Reduction in overall caseload by an additional 2.5%;;(based on an adjusted number of 2206 children, this would translate to an additional reduction of 55-56 children/23-24 families in our overall caseloads); reduction in group home utilization by an additional 5-10% (based on our adjusted number of 126-133 children in group home placements, this would translate to an additional 7-13 less children in group home placements); increase in relative placements by 1-2% (based on our adjusted number of children in relative/NREFM placements, this would translated to an additional 5-12 children placed in relative/NREFM placements); increasing Foster Family Home placements by 2% (based on our adjusted number, this would translate to an additional 5-6 additional children placed in Foster Family Homes); increasing Foster Family Agency placements by 2% (based on our adjusted number, this

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	<p>translates to an increase of 6-7 children placed in Foster Family Agency placements); and reduction in removals by 2-3% (based on our adjusted number, this translates to about 8-12 less children removed into Family reunification)</p>
<p><b>Plan Year 4</b></p>	<p>Reduction in overall caseload by 2.5% (based on our adjusted numbers, this translates to 55 less children/22-23 families in our child welfare caseloads); reduction in group home utilization for RCL 9/10 placements by 20% and reduce RCL 12 placements by 5% (based on our adjusted numbers, this translates to 6 less children in RCL 9/10 placements and 4-5 children less in RCL 12 placements); increase in relative placements by 2% (based on our adjusted numbers, this translates to an additional 11-12 children placed in relative/NREFM placements); increasing Foster Family Home placements by 2% (based on our adjusted numbers, this would translate to an additional 3-4 children placed in Foster Family Homes); increasing Foster Family Agency placements by 2% (based on our adjusted numbers this would translate to an additional 4-5 children placed in Foster family Agency placements); and reduction in removals by 2% (based on our adjusted numbers, this translates to about 8 children less being removed and placed into Family Reunification).</p>
<p><b>Plan Year 5</b></p>	<p>All children in our child welfare caseloads served by the end of Year 5.</p> <p>Reduction in overall caseload by an additional 2.5% (based on our adjusted numbers this would translate to 52-53 less children/22-23 families);; reduction in group home utilization by an additional 5% (based on our adjusted numbers, this translates to about 6-7 less children in group home care); increase in relative placements by an additional 2% (based on our adjusted numbers, this translates to an additional 12 children in relative home placements); ,increasing Foster Family Home placements by 2% (based on our adjusted numbers, this translates to an addition 3-4 children placed in Foster Family Home placements); increasing Foster Family Agency placements by 2% (based on our adjusted numbers, this translates to an addition 4-5 children placed in Foster Family Agency placements); and reduction in removals by 2-3% (based on our adjusted numbers, this would translate to 7-9 less children being removed and entering into Family Reunification).</p>

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	By the end of the 5 Year Waiver Period, the overall goal would be to reduce child welfare caseloads by 10-15% (227-340 less children); a reduction of group home utilization by 30-40% (42-56 less children); increase the percentage of relative /NREFM placements from 49-55% (60 more children); increase Foster Family Agency placements by 10% (22 more children in Foster Family Agency placements) and increase Foster Family Home placements by 10% (21 more children); and decrease removals (Entries) into Family Reunification by 10% (38 less children).
<b>Rollout/Implementation Activities and Timeframes</b>	
<b>Plan Year 1</b>	9-12 months. Develop process to get community input/feedback; plan approach to training cohorts with focus on front end services; develop/refine coaching delivery model; develop and organize internal implementation team.
<b>Plan Year 2</b>	Training- Phased in cohorts, beginning the end of year 1. Teaming- Includes coordinated process with internal and external partners. This also could include stipends/contracts for participation. Coaching Support-Combination of internal and external coaches while we build/increase system capacity as an integrated component of practice/supervision.
<b>Plan Year 3</b>	Continued implementation - on going coaching supports, follow up training, system integration, utilization of Fidelity Assessment processes to align training, coaching supports, and practice. Beginning assessment processes for evaluation of system integration of practice.
<b>Plan Year 4</b>	Continued implementation - on going coaching supports, follow up training, system integration, utilization of Fidelity Assessment processes to align training, coaching supports, and practice. Gather data and preliminary evaluation of data as to practice integration.
<b>Plan Year 5</b>	Completion of implementation. Full transition of coaching supports to internal staff. Continued gathering of data and on-going evaluation of data as to practice integration and system alignment.
<b>Evaluation</b>	
<b>What tool will you be utilizing to track this measure?</b>	CWS/CMS; Excel spreadsheets; data warehouse
<b>Will you be able to provide case level data?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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**CHILD WELFARE**

OPTIONAL INTERVENTION #2	
INTERVENTION: NA	
Is this Intervention a System Improvement Plan (SIP) Strategy?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>The following project goal (s) will be targeted by the intervention above:</b>	
<input 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 type="checkbox"/> Increase child safety without an over-reliance on out-of-home care	
<input type="checkbox"/> Improve permanency outcomes and timelines	
<input 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	
Geographic Area	
Expected short and long term outcomes	
How does this intervention align with the project goal?	
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	
Projected Number of Children and Families to be Served	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Rollout/Implementation Activities and Timeframes	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	

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Evaluation	
What tool will you be utilizing to track this measure?	
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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**CHILD WELFARE**

OPTIONAL INTERVENTION #3	
INTERVENTION: NA	
Is this Intervention a System Improvement Plan (SIP) Strategy?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>The following project goal (s) will be targeted by the intervention above:</b>	
<input 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 type="checkbox"/> Increase child safety without an over-reliance on out-of-home care	
<input type="checkbox"/> Improve permanency outcomes and timelines	
<input 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	
Geographic Area	
Expected short and long term outcomes	
How does this intervention align with the project goal?	
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	
Projected Number of Children and Families to be Served	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Rollout/Implementation Activities and Timeframes	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Evaluation	

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What tool will you be utilizing to track this measure?	
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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**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	
<b>WRAPAROUND</b>	
<b>Is Wraparound a System Improvement Plan (SIP) Strategy?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>The following project goals will be targeted by the intervention above:</b> <ul style="list-style-type: none"> <li>• Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems</li> <li>• Engage families through a more individualized casework approach that emphasizes family involvement</li> <li>• Increase child safety without an over-reliance on out-of-home care</li> <li>• Improve permanency outcomes and timelines</li> <li>• Improve child and family well-being</li> <li>• To decrease recidivism and delinquency for youth on probation</li> </ul>	
5 Year Plan	
<b>Target Population</b>	Moderate to High Risk Non-Wardship Youth
<b>Geographic Area</b>	Santa Clara County
<b>Expected short and long term outcomes</b>	expanded eligibility for wraparound services will promote more positive outcomes by providing more up-front services to highest risk youth. This program has several potential impacts of considerable worth. Specifically, if wraparound services for non-wardship youth are demonstrated to be effective in this intervention the most immediate result will be that youth should be able to be released to their homes with support, without the expectation that they would fail to appear for court or that they would re-offend prior to the conclusion of their court proceedings. However, an even more critical concern is the potential for the use of the wraparound services as an intervention to facilitate the reduction in the number of youth being detained in the Santa Clara Juvenile Hall, which alone is a promising outcome. Furthermore, if wraparound services for non-wardship youth are demonstrated to be effective in this intervention an immediate result will be the reduction of non-wardship program failures and youth being adjudged wards of the court, penetrating further into the Juvenile Justice system. In addition, there is the possibility that there are long term implications which would suggest that youth who are

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	successful in this program could possibly continue a trajectory of less involvement with the Juvenile Justice system, success with school, fewer relationships with anti-social peers, and enhanced family outcomes as result of wraparound services.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	<p>Wraparound Services</p> <p>The target population would be moderate to high risk non-wardship youth. This program will take place throughout Santa Clara County, California. Santa Clara County currently has 240 funded wraparound slots. This program will add an additional 50 slots to services for this specific target population. Wraparound services will be contracted</p>
<b>Projected Number of Children and Families to be Served</b>	
Plan Year 1	0 children/families served- Implementation planning and development
Plan Year 2	We plan to serve up to 30 youth and families in wraparound services
Plan Year 3	We will add an additional 10 youth in wraparound services for total of 40 youth and families served
Plan Year 4	We will add an additional 10 youth in wraparound services for a total of 50 youth and families served
Plan Year 5	We will be in full service operation with 50 youth and families served
<b>Rollout/Implementation Activities and Timeframes</b>	
Plan Year 1	Recruitment and hiring of program staff for Title IVE Implementation and ongoing program management. Development of a process for community/stakeholders input. Review of current wraparound contracts for necessary amendments and revision of scope and to add additional wraparound slots. Development of program policies and procedures. Development of information system(s) for data tracking and reporting.
Plan Year 2	Training for staff, justice system partners, community organizations and stakeholders. Funding for the initial 30 wraparound slots. The treatment group will begin to receive services during the course of the second year of the program. Coaching support for staff as we build and increase wraparound capacity Recruitment and hiring of Program Analyst for assessment of effectiveness of the intervention. Begin assessment process and evaluation

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Plan Year 3	Continued implementation-Funding for an additional 10 wraparound slots Ongoing and assessment and evaluation of sustainability of this intervention
Plan Year 4	Continued Implementation-Funding for the final 10 wraparound slots. Ongoing and assessment and evaluation of sustainability of this intervention
Plan Year 5	Completion of implementation Ongoing and assessment an evaluation of sustainability of this intervention
<b>Evaluation</b>	
What tool will you be utilizing to track this measure?	CWS/CMS, JAS, Excel
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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**PROBATION**

OPTIONAL INTERVENTION #2	
INTERVENTION:	
Is this Intervention a System Improvement Plan (SIP) Strategy?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input 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 type="checkbox"/> Increase child safety without an over-reliance on out-of-home care	
<input type="checkbox"/> Improve permanency outcomes and timelines	
<input 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	
Geographic Area	
Expected short and long term outcomes	
How does this intervention align with the project goal?	
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	
Projected Number of Children and Families to be Served	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Rollout/Implementation Activities and Timeframes	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Evaluation	

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What tool will you be utilizing to track this measure?	
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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**PROBATION**

OPTIONAL INTERVENTION #3	
<b>INTERVENTION:</b> <b>Is this Intervention a System Improvement Plan (SIP) Strategy?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>The following project goal (s) will be targeted by the intervention above:</b> <input 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 type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input 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	
Geographic Area	
Expected short and long term outcomes	
How does this intervention align with the project goal?	
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	
Projected Number of Children and Families to be Served	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Rollout/Implementation Activities and Timeframes	
Plan Year 1	
Plan Year 2	
Plan Year 3	
Plan Year 4	
Plan Year 5	
Evaluation	

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What tool will you be utilizing to track this measure?	
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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**PLANNING PROCESS AND COMMUNITY SUPPORT**

Describe how the C-CFSR process was utilized to inform the county project plan. Describe the county's engagement with key partners and stakeholders around project planning and how the county will engage community partners and stakeholders throughout the project period.

The C-CFSR process was utilized to inform the project plan through child welfare and juvenile probation's on-going collaboration with key stakeholders including the CAPP Community Stakeholders, judicial officers, community based service providers, wraparound providers, the Social Services Advisory Commission, the Juvenile Justice Commission, law enforcement, the foster parent community, State and Federal partners, various attorney's offices, and internal departmental staff.

The county will continue meeting with all partners and stakeholders regularly to inform and involve them in planning, implementation, problem solving to address issues and barriers, and for evaluation of project progress

Probation plans to develop a process for community/stakeholders input which will engage them throughout the process. One of the ways we will do so is through our current Wrap Community Team (WCT). WCT is the Oversight Committee of Juvenile Wraparound Services. The Wrap Community Team is to ensure that the juvenile wraparound services model continues to function well, continually improves based on outcomes, and moves through barriers with collaboration between Probation, CBOs, families, and the community. The membership will be comprised of the representatives from Probation, Mental Health, Department of Family and Children Services, and all Wraparound Providers. The WCT meets monthly, with full participation by all partners. In addition, the WCT will need to expand its membership to include parent and youth participation.

**SYSTEM CAPACITY DEVELOPMENT**

Describe Child Welfare and Probation's organizational changes (i.e. Contracts, Budgets, BOS Support) that may need to occur for implementation and information technology needs.

The county will need to have Board of Supervisor's approval in order to participate in the Title IV E Waiver project. Contracts will need to be developed with external coaches to build system capacity. Contracts for additional Wraparound slots will need to be developed and service capacity increased in order to meet the probation goals.

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Probation would need to make some organizational structure changes with the addition of this new program. The hiring of a Title IVE manager to better manage the effect of these new processes and changes in the organization is essential. The Title IVE manager would supervise all Probation Title IVE related programs (Foster Care Placement, Dually Involved Youth, Family Preservation/Wraparound services and youth at imminent risk of out of home placement). Bringing all Title IVE services under one manager with a concrete plan for how to measure whether or not the change is a success and follow-up on plans for both successful and unsuccessful results would ensure an effective delivery of services. Also needed is the development or enhancement of existing information systems to track, analyze and report on outcomes for the new and existing Title IVE programs and services.

Finally, DFCS and Probation will need to convene a stakeholder process for input on identified service gaps and practice approach.

**BUDGET**

Each department will prepare a five-year budget for the Project, using the provided worksheet.

**PROJECT PHASE DOWN**

Describe how the county will ensure that children, youth and families will not be harmed when the project ends in five years or in the event that the county "opts out" of the Project before the end of the five years.

For child welfare, the use of Safety Organized Practice (SOP) as an intervention and change strategy supports and deepens the work that Santa Clara County has already done through the CAPP project, QPI and RFA initiatives. It is anticipated that the full implementation of SOP will improve practice. Should the county "opt out" prior to the end of the five year period or at the end of the five year period, children, youth and families will not be harmed, as the county will continue with the integration of the existing initiatives which already include strong engagement, collaboration, partnership and teaming elements in working to better support children, youth and families to improve safety, well-being and permanency. Service contracts will need to be gradually ramped down.

In the unfortunate event Santa Clara County "opts out" or at the end of the five year project funding is no longer available, Probation would want a realistic ramp-down of the

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program that is manageable. First, there will be moments for outreach or a period of outreach in which program staff, service providers, stakeholders and families can be engaged and consulted on this important announcement, generating ideas and thoughts not only about personnel, but also about how most effectively to carry forward the closure of the program. Putting a transition team in place to develop a time table, tasks to be completed and communicating the plan. Referral for the program would be stopped immediately and any pending referral will be reassessed and sent to an appropriate services provider. Leading up to the anticipated end date, the transition team will identify existing comparable and well-matched contracted services to transition the youth and families currently in the program to their new provider. For those youth and families in which a change in services would be contrary to the their best interest, Probation will continue to provide funding for wraparound services until the youth and family are stable enough to step down to a lower level of care.