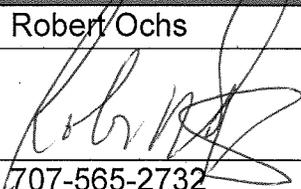


California Department of Social Services (CDSS)  
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Title IV-E California Well-Being Project Signature Sheet County Submittal	
<b>County Name</b>	Sonoma County
<b>County Child Welfare Agency Director</b>	
<b>Name</b>	Jerry Dunn
<b>Signature*</b>	
<b>Phone Number</b>	707-565-5750
<b>Mailing Address</b>	3600 Westwind Blvd., Santa Rosa, CA 95403
<b>County Chief Probation Officer</b>	
<b>Name</b>	Robert Ochs
<b>Signature*</b>	
<b>Phone Number</b>	707-565-2732
<b>Mailing Address</b>	600 Administration Dr., Santa Rosa, CA 95403
<p><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</p>	
*Signatures must be in blue ink	

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Contact Information*		
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Date: August 14, 2014  
County: Sonoma County

**TITLE IV-E CALIFORNIA WELL-BEING PROJECT PLAN**

**COUNTY PROFILE**

In early 2014 Sonoma County released its "Portrait of Sonoma," organized around three fundamental human development dimensions: health, access to information, and standard of living. According to the report, many residents of the County have access to tools and resources they need to live healthy, productive, and "freely chosen lives" (p. 11). However, many others are facing obstacles to healthy development that hinder their security and future potential. The Portrait of Sonoma points out fundamental poverty and service need disparities, ultimately calling for population and place-based interventions to ensure a healthy future for all Sonoma County residents.

In January 2014 the population of Sonoma County was approximately 493,671 with 64.8% of the total population identifying as White, 26.1% Latino, 4% Asian/Pacific Islander, 1.6% Black, .7% American Indian, and 2.7% identifying with two or more races. The table below illustrates that the percentage of Latino children is 41.7% compared with 47.2% White and 3.5% Asian/Pacific Islander.

<b>Children by Age and Race/Ethnicity, 2014</b>								
<a href="http://www.dof.ca.gov/research/demographic/reports/projections/P-3/">http://www.dof.ca.gov/research/demographic/reports/projections/P-3/</a>								
	<b>Black</b>	<b>White</b>	<b>Latino</b>	<b>Asian/P.I.</b>	<b>Native American</b>	<b>Multi-Race</b>	<b>Total</b>	<b>Total %</b>
<b>Under 1</b>	76	2,609	2,314	236	46	320	5,601	5.4%
<b>1-2</b>	163	5,143	4,573	477	100	624	11,080	10.62%
<b>3-5</b>	281	7,303	7,276	476	123	927	16,386	15.71%
<b>6-10</b>	474	12,997	12,975	982	249	1,576	29,252	28.1%
<b>11-15</b>	448	14,681	11,900	1,064	239	1,423	29,756	28.6%
<b>16-17</b>	208	6,485	4,405	456	102	568	12,224	11.7%
<b>Total</b>	1,650	49,218	43,443	3,692	858	5,437	104,298	
<b>Total %</b>	1.6%	47.2%	41.7%	3.5%	0.8%	5.2%		

In 2012, 12% of the Sonoma County population lived below the federal poverty level. Children 0-17 years old made up 21% of the total County population and in 2012 15% of all children in the County were living below the poverty threshold. The Employment Development Department reported that the unemployment rate in Sonoma County was 5.3% in June 2014, up from a revised 5.0% in May 2014. The median household income increased from \$58,703 in 2010 to \$60,792 in 2011 but fell to \$59,941 in 2012. In 2013 the median price of homes sold was \$431,901. Additionally, in 2013, 85% of individuals living in Sonoma County had health insurance, and 15% were uninsured.

The following table shows child welfare participation rates for 2009 and 2013. The data source is the state child welfare data system, Child Welfare Services Case Management System (CWS/CMS), as aggregated and analyzed by the UC Berkeley Center for Social Services Research ([http://cssr.berkeley.edu/ucb\\_childwelfare/](http://cssr.berkeley.edu/ucb_childwelfare/)).

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Participation Measures	Sonoma County Child Welfare Participation Rates				
	2009 Number*	2009 Rate per 1000	2013 Number*	2013 Rate per 1000	2013 Rate per 1000 (California)
Child Population	107,640		104,608		
# Children in Referrals	3,248	30.2	2403	23.0	52.7
# Children in Substantiated Referrals	850	7.9	536	5.1	9.1
#Children entering out-of-home care	227	2.1	235	2.2	3.5
Percentage of substantiations resulting in removal	27%		43.8%		38.2%
#Children entering out-of-home care for first time	204		183		
Children in out-of-home care	477	4.4	476	4.6	5.8
Median Time to Reunification	13.4 months		9.0 months		8.5 months

\* Numbers are based on calendar year data, except for the "children in out-of-home care" numbers which are point in time on 7/1/2009 and 7/1/2013.

Since 2009 the total number of children in Sonoma County has decreased by 2.9%. According to the Child Welfare Services Case Management System (CWS/CMS), the number of Sonoma County children in referrals decreased in the same time period by 26%. Following the same trend, the proportion of children in referrals that were determined to be substantiated decreased by 3.9% in 2013 from the 2009 rate. However, the percentage of children who were removed from their homes has remained consistent over time and in 2013 Sonoma County surpassed the state average in the proportion of substantiated allegations that resulted in removal. These numbers indicate a vulnerable population coming into the child welfare system, the need for ongoing community and family engagement, improved case planning and treatment decision making with the implementation of the Structured Decision Making (SDM) tool, and the opportunity for improved service delivery by means of Safety Organized Practice (SOP).

The Sonoma County Self Assessment process identified a need to engage families in case decision making and, as a result, a primary focus of the System Improvement Plan is creating the infrastructure and processes for placing youth in lower level care and transitioning them into permanent homes.

The County of Sonoma System Improvement Plan identified a number of child welfare and probation needs, goals, and outcomes. Sonoma County children and youth who have been in foster care for an extended period of time do not exit what is intended to be temporary foster care at the rate they should. This has been an area of focus for Sonoma County and has resulted in the implementation of SB 163 Wraparound specifically in order to improve in this area with the rationale that stepping youth down from group care and into the community would result in

youth reunifying or being adopted; the implementation of this program while successful in many ways has not served the youth who would impact the measures included in this composite. Referrals to the Wraparound Program have been primarily for youth at risk of placement in a group home. Program revisions have recently been addressed in the 2014 Request for Proposals process for the Wraparound contract to better target youth already in group homes to step them down back into the community. The Human Services Department has also made a reduction in its rate of group home placements a priority and has completed an evaluation of group homes frequently used by the county which has resulted in the beginnings of an overhaul of its placement processes.

The IV-E Waiver project implementation will be shared between Sonoma County Human Services Family Youth and Children's Services (child welfare) and the Probation Departments. The structure for implementation assumes two distinct programmatic tracks with a shared fiscal component.

## OTHER KEY INITIATIVES AND PILOT DEMONSTRATIONS

In response to the 2010 County Self Assessment (in which the county's rate of recurrence of maltreatment was below the state/national target) Sonoma County transitioned to utilizing the **Structured Decision Making** tool. The SDM family of tools provides a consistent framework for social workers who are making a variety of decisions regarding response time, child safety, family risk, child and family service needs and readiness-to reunify. This change has resulted in a more focused approach to identifying and serving high and very high risk families and aligning county resources to addressing their risk factors.

In addition, the Team Decision Making process has also been implemented in emergency response where concentration is being given to removal of children from their homes. This process engages parents, extended family and other supports in decision making about a child's safety and engages them in that child's protection.

The Sonoma County Human Services and Probation Departments completed a System Improvement Plan in 2013 which resulted in identifying key initiatives and strategies that will guide the next 5 years of service delivery and system improvement. A primary focus is the formalization of the current placement system into a more effective "continuum of care." The strategies described in the SIP are building blocks to ensure system coordination by institutionalizing the recruitment, retention and support activities into one seamless continuum of care. Included among the identified priority areas are the strategic use of group homes and wraparound, integrating family finding into the placement system, and expanding Team Decision Making to placement changes.

**The Family Permanency Collaborative** was also developed in response to the 2010 County Self Assessment. The Family Permanency Collaborative involves the Wraparound Program in which Sonoma County contracts with Social Advocates for Youth in partnership with the Seneca Center to provide wraparound services. The goal of Seneca's Wrap Program is to offer a family-centered, strength-based and outcome-oriented alternative to group care placements (level 10 or higher) for youth with complex and enduring needs and their families. The program integrates the services and resources critical to addressing families' unmet needs to enable youth to avoid placement in a higher level of care or to step down from a higher level of care. Services are provided in a strengths-based, family-centered, and culturally competent manner. To that end, most services are provided in clients' and families' homes, or their preferred locations, and services are provided around-the-clock, with staff expected to maintain

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flexible schedules and participate in a rotating on-call system to address the needs of families in crisis.

At the heart of wraparound are the Child and Family Teams. Child and Family Teams place families in the center of the planning process and encourage formal and informal supports to unite around the shared hopes and goals of the family. Plans coming out of Child and Family Team meetings build on individual and family strengths to address unmet needs and involve use of community resources. The Wrap Program offers a range of services in support of this process including rehabilitation, case management, crisis support, therapeutic intervention, transportation, and case coordination. Additional services include post placement transitional services, family finding services, and continued care for prior wrap youth who may need additional support for a brief period of time, and Therapeutic Behavioral Services. The target population include those youth at risk of placement in a level 10 (or higher) group home, or youth returning from such a placement.

Based on the results of the community assessment process and the system improvement plan process, Probation identified needs in the areas of family engagement, quality of assessment information, and support for transitions home. The identified goal for the System Improvement Plan was to increase timely reunification.

There are many factors in probation cases which pose a challenge to timely reunification. Those factors may include youth who have absconded from foster care and have an active delinquency warrant, youth who commit probation violations or new law violations while in placement, youth who are discharged unsuccessfully due to program non-compliance, youth with increased mental health needs, and youth involved in serious gang related cases. Also staff noted there are a high number of sex offenders in placement. On average, residential juvenile sex offender treatment is between 18-24 months in length. In developing strategies for the System Improvement Plan and for this project, probation staff focused on things that are within the department's power to change.

For the System Improvement Plan, Probation chose outcome measure C1.1, reunification within 12 months, because the majority of youth placed in foster care through delinquency proceedings return to the home upon program completion. For timely reunification, the probation department's goal is to increase the percentage of youth who reunify within 12 months from 25% to 40% over the next five years. When looking at probation data, rates of timely reunification vary greatly due to small numbers of placement youth. Over the last five years (2008 – 2012), probation had an average reunification rate of 30% for this measure. The State average over the same five-year period was approximately 59%. Sonoma County Probation would like to move toward increasing our percentage to that of the State average, and thus arrived at a goal of 10% increase over the next 5 years.

**SAFETY ORGANIZED PRACTICE (SOP) FOR CHILD WELFARE**

Safety-Organized Practice is a reunification strategy outlined in the Sonoma County SIP aimed to create a holistic approach to collaborative teamwork that builds and strengthens partnerships within a family, their support network, and Family, Youth, and Children's Services (FYC). The approach is designed to help key stakeholders maintain a clear focus on assessing and enhancing child safety at all points in the case planning process. SOP combines a solution-focused child welfare practice approach with the Structure Decision Making system, a set of research-based decision-support tools, to create a rigorous child welfare practice model. The overall objectives of SOP are 1) to develop good working relationship across and among all stakeholders involved with the family, 2) to use critical thinking and decision-support tools to share knowledge about the family situations and to make clear statements about danger to the child as well as goals for treatment intervention, and 3) to create a detailed plan for enhancing safety of children that is jointly developed and acted on. The facilitated SOP process with families includes engaging the family and other stakeholders with sequenced conversations and exercises to ensure everyone's concerns are understood. The process also ensures that the child's voice is included, that there is a shared understanding of the current danger and goals for safety, and to reflect on the process for ongoing improvement.

SOP Core Practice Components complement and enhance the existing SDM assessment and system practices by emphasizing family-centered, strengths-based, and safety-organized social work practices that engage families and the perspectives of children in care. Over the last two years FYC has built a structure for case planning with multiple perspectives. The Family Team Meeting has been a critical component of organizational and cultural integration of family-centered philosophy of practice. Similarly, SOP provides a consistent assessment and planning framework and additional social work practices for approaching dialogue about permanency with families. This approach allows child welfare staff to use strategies of engagement focused on safety, protective capacity, and risk assessment.

The implementation plan and specific activities described on pages 9-14 have been informed by recommendations from the Children's Research Center.

**WRAPAROUND (PROBATION)**

In June 2010 Sonoma County Probation Department began providing youth and families with Wraparound services. The Wrap program is implemented through the Family Permanency Collaborative. Through the collaborative, Seneca (a contracted service provider) works in close partnership with Sonoma County Departments of Human Services, Health Services, Probation, the Sonoma County Office of Education, and other service providers to create an effective and responsive Wraparound system. Probation plans to expand the use of Wraparound in order to meet project goals. An additional Wraparound caseload will be added in Juvenile Services as a means of increasing the number of youth accessing these services. Expansion will target both pre-placement (most of whom meet the criteria of Title IV-E reasonable candidates), and post-placement, with emphasis placed on youth returning home from placement. More intensive, family-focused services will be directed toward these youth and their families to support family unification and reduce length of stay in placement.

In addition to a senior probation officer (overseeing another Wraparound caseload), Probation plans to add a Supervisor position and additional accounting capacity.

Probation plans to funnel all youth identified as reasonable candidates onto Wraparound caseloads or specialized caseloads that follow the wraparound model. The new supervisor position will oversee all caseloads of probation youth identified as reasonable candidates for home removal on caseloads that provide services to both youth and families. This supervisor will be very experienced and knowledgeable with Title IV-E requirements. Along with supervision of these officers, this DPO IV will be expected to evaluate all probation cases already in the system and those entering the system, to ensure they are in compliance with CDSS Title-IV-E Foster Care Candidacy Policy and Procedures as define in ACL NO. 14-26. As well, this position will also be responsible for reporting these numbers to the State and providing data required under the MOU to Human Services, CDSS, and federal agencies. In addition to the above tasks, this supervisor will train all staff on Title IV-E standards; monitor reimbursable activities of officers and ensure they are following appropriate coding practices; conduct internal audits of reasonable candidate caseloads; attend the monthly Placement Advisory Committee meetings; and be a point of contact with the Human Services Department as the Probation Department transitions to Waiver county status.

In light of added fiscal monitoring expectations and requirements, Probation also plans to add accounting capacity in its business services section. This will be accomplished by increasing an existing position from .5 FTE to 1.0 FTE.

**INTERVENTIONS**

**CHILD WELFARE**

<b>CHILD WELFARE INTERVENTION #1</b>	
<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	
<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 emphasis 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>	
<b>5 Year Plan</b>	
<b>Target Population</b>	All children and families within each FYC child welfare program area will benefit from SOP practices. Assuming a referral rate consistent with 2013, we expect full implementation of SOP practices to touch approximately 2400 families each year.
<b>Geographic Area</b>	Sonoma County
<b>Expected short and long term outcomes</b>	90% of all workers learn SOP practices and demonstrate the SOP approach in their work
<b>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</b>	<ul style="list-style-type: none"> <li>• SOP training will be provided by the Bay Area Academy starting October 2014 and running through December 2015. The training will be supported with a combination of state and county contracts. The training is a combination of didactic module training and coaching that includes practice, observation and feedback sessions that occur one-on-one or in small groups.</li> <li>• Over time as SOP is implemented with families we expect to identify increased service and support needs that can be supported through contracts with community based organizations. Such services may include family therapy, substance abuse therapy and/or treatment, parent education, child care, education, etc., and contract timelines will be established based on identified client needs.</li> </ul>
<b>Projected Number of Children and Families to be Served</b>	
<b>Plan Year 1</b>	400 children and their families
<b>Plan Year 2</b>	1200 children and their families
<b>Plan Year 3</b>	2400 children and their families

<b>Plan Year 4</b>	2400 children and their families
<b>Plan Year 5</b>	2400 children and their families
<b>Rollout/Implementation Activities and Timeframes</b>	
<b>Plan Year 1</b>	<ul style="list-style-type: none"> <li>• Sequenced SOP training and coaching as established in the following table (page 13) for strengthening practices, enhancing organizational infrastructure, and linking to FYC’s SDM system.                         <ul style="list-style-type: none"> <li>• Truncated training for managers to include a two-day overview and the art of coaching module</li> <li>• Train all case-carrying social workers how to write case plans using SOP methods and language</li> <li>• Train all case-carrying social workers SOP interviewing techniques</li> <li>• Train all emergency response workers SOP interviewing techniques</li> </ul> </li> <li>• Identify internal and external coaches</li> <li>• Hire up to four social workers to be trained and help ease the case load</li> <li>• Build staff and management support</li> <li>• Utilize existing SDM Steering Committee structure to build implementation support and readiness by aligning SOP to existing SDM and other FYC practices. The committee includes social workers, supervisors, management, external training and coaching teams, as well as community stakeholders. Over time the committee will document the full scope of practice being implemented while developing quality improvement strategies and making recommendations to management. Members of the steering committee also serve as leaders within the agency. Building consensus and integrating input from those who implement this strategy will be crucial to sustaining the adoption of SOP.</li> <li>• Develop operational plan for SOP</li> <li>• Begin to incorporate SOP into family team meetings at each junction of case planning and decision making</li> <li>• Identify policy and procedural issues to address for full implementation</li> <li>• Develop information and data system to support SOP implementation</li> </ul>
○ <b>Plan Year 2</b>	<ul style="list-style-type: none"> <li>• Following the sequenced training schedule, implementation will begin with the Placement Section, followed by Initial Services, and Permanency.</li> <li>• Phased rollout of each SOP module.                         <ul style="list-style-type: none"> <li>○ Phased sequencing of staff from each program, paced comfortably to maintain caseload.</li> </ul> </li> <li>• Utilize SDM/SOP Steering Committee                         <ul style="list-style-type: none"> <li>○ Develop an outreach and communication plan to engage key partners (i.e. general public, foster and biological</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ parents, judges, medical personnel, and others in a policy-making roles)</li> <li>○ Recruit, engage, and ensure shared development across stakeholders</li> <li>○ Create regular monitoring and communication feedback loops between leadership and those implementing</li> <li>○ Oversee the process of implementation; receive regular input from all stakeholders</li> <li>○ Monitor benchmarks and other indications of challenges or success</li> <li>● Utilize the existing Joint Supervisory Sub-Committee structure to identify early adopters, gather best practices, challenges, and share results of early implementation to inform ongoing implementation.             <ul style="list-style-type: none"> <li>○ Review use of SOP during family meetings and at each junction of case planning and decision making</li> <li>○ Provide and conduct regular group supervision and coaching within SOP framework</li> <li>○ Supervisors will partner with coach for regular training and coaching. Coaching will support the implementation of SOP while staff are going through training as well as after training when actively serving families and using the SOP methods</li> </ul> </li> <li>● Training team will provide training to specific topic areas and individual case consultation</li> </ul>
<p><b>Plan Year 3</b></p>	<ul style="list-style-type: none"> <li>● Coordinate with other counties implementing SOP to begin a peer review process to grow the understanding of the value of SOP practices and inform areas of improvement</li> <li>● SDM/SOP Steering Committee to build process of continuous quality improvement where participants see the clear connection between their practices, agency core values, and family progress             <ul style="list-style-type: none"> <li>○ Create structure for regular monitoring and communication between leadership and those implementing; Create checkpoints to review and ensure intent and practices are aligned</li> </ul> </li> <li>● Joint Supervisory Sub-Committee will review the use of SOP during family meetings and at each junction of case planning and decision making             <ul style="list-style-type: none"> <li>○ Ensure regular group supervision occurs within a consistent SOP framework</li> </ul> </li> <li>● SOP practices will be written into policy and procedures</li> <li>● Create ongoing coaching plan for internal coaches and coach development.             <ul style="list-style-type: none"> <li>○ Utilize supervisor and early adopter coaches to sustain transfer of learning during periods of staff turnover</li> </ul> </li> <li>● Develop fidelity assessment to ensure model is being implemented correctly and consistently</li> </ul>

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<p><b>Plan Year 4</b></p>	<ul style="list-style-type: none"> <li>• Continue peer review quality improvement process</li> <li>• SDM/SOP Steering Committee will provide ongoing monitoring                         <ul style="list-style-type: none"> <li>○ Monitor infrastructure needs; assess for remaining training and coaching needs</li> </ul> </li> <li>• Joint Supervisory Sub-Committee will provide communication between SDM/SOP Steering Committee and those implementing                         <ul style="list-style-type: none"> <li>○ Ensure ongoing group supervision within a consistent SOP framework</li> <li>○ Review use of SOP during family meetings and at each junction of case planning and decision making.</li> <li>○ Identify what is working well, address issues that emerge, and maintain SOP in ongoing agency practice</li> <li>○ Promote new practice with others; integrate existing practices; identify barriers and successes</li> </ul> </li> <li>• Refine and write SOP policies and procedures</li> <li>• Refine ongoing coaching plan for internal coaches and coach development                         <ul style="list-style-type: none"> <li>○ Utilize supervisor and early adopter coaches to sustain the transfer of learning during periods of staff turnover</li> </ul> </li> <li>• Conduct fidelity assessment to ensure model is being implemented correctly and consistently</li> </ul>
<p><b>Plan Year 5</b></p>	<ul style="list-style-type: none"> <li>• Continue peer review quality improvement process</li> <li>• SOP policies and procedures are refined and written</li> <li>• Continue SDM/SOP Steering Committee for ongoing monitoring                         <ul style="list-style-type: none"> <li>○ Ensure SOP is implemented effectively, with fidelity, and integrated with agency infrastructure</li> </ul> </li> <li>• Continue Joint Supervisory Sub-Committee for ongoing group supervision within a consistent SOP framework                         <ul style="list-style-type: none"> <li>○ Ensure use of SOP during family meetings and at each junction of case planning and decision making</li> <li>○ Peer-to-peer training and coaching for ongoing support and implementation</li> </ul> </li> <li>• Refine coaching plan for internal coaches and coach development</li> <li>• Utilize supervisor and early adopter coaches to sustain the transfer of learning particularly during periods of staff turnover</li> <li>• Conduct best practices gathering to explore family-centered approach to casework, focusing on family strengths in permanency planning</li> </ul>
<p><b>Evaluation</b></p>	
<p><b>What tools will you be utilizing to track this measure</b></p>	<p>CWS/CMS</p>
<p><b>Will you be able to provide case level data?</b></p>	<p>No</p>

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Sequenced SOP training and coaching for strengthening practices, enhancing organizational infrastructure, and linking to FYC's SDM system.

	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Day 1, specific date TBD	Art of Coaching - Day 1	SOP Overview - Day 1 of 2	Mod 1/2 (AM), Mod 4 (PM)	Mod 1/2 (AM), Mod 4 (PM)	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)	Coaching for Supervisors and Manager	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)	Mod 3 (AM), Mod 3 (PM)	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)
Day 2, specific date TBD	Art of Coaching - Day 2	SOP Overview - Day 2 of 2	Coaching for Supervisors and Manager	Mod 3 (AM), Mod 3 (PM)	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)	Mod 3 (AM), Mod 3 (PM)	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)	Mod 5/7 (AM), Mod 6 (PM)	Mod 8 (AM), Mod 9 (PM)	Mod 11 (AM), Bx Case Plans Mod (PM)	Coaching for Supervisors and Manager
Day 3, specific date TBD		Art of Coaching - Day 3		Coaching for Supervisors and Manager											
						SOP Overview - Day 1 of 2	Mod 1/2 (AM), Mod 4 (PM)			SOP Overview - Day 1 of 2	Mod 1/2 (AM), Mod 4 (PM)				
						SOP Overview - Day 2 of 2	Mod 1/2 (AM), Mod 4 (PM)			SOP Overview - Day 2 of 2	Mod 1/2 (AM), Mod 4 (PM)				
							Coaching for Supervisors and Manager			Coaching for Supervisors and Manager					
Key	All SS Supervisors & Section Managers	Placement Section	Initial Services Section	Permanency Section											
	Notes: Intake need only take Mods 5/7 and can join with Placement Section														
	Placement Unit will join Permanency Section														

**CHILD WELFARE**

**OPTIONAL INTERVENTION #2**

**INTERVENTION: Child and Adolescent Needs and Strengths (CANS) Screening and Assessment**

**Is the CANS screening & assessment a System Improvement Plan (SIP) Strategy?**

Yes

The following project goals will be targeted by the intervention above:

- Improve the array of services and supports available to children, youth, and families involved in the child welfare and juvenile probation systems
- Engage families through a more individualized casework approach that emphasis family involvement
- Increase child safety without an over-reliance on out-of-home care
- Improve permanency outcomes and timelines
- Improve child and family well-being
- To decrease recidivism and delinquency for youth on probation

**5 Year Plan**

<b>Target Population</b>	All children in active child welfare cases will receive the Child & Adolescent, Needs and Strength (CANS) assessment. Assuming a rate of new cases consistent with 2013, we expect CANS screening practices to reach up to 150 children and families a year, or 518 children and families over the course of 5 years of implementation.
<b>Geographic Area</b>	Sonoma County
<b>Expected short and long term outcomes</b>	Decreased length of stay, increased permanent exits (including adoptions and guardianships)
<b>How does this intervention align with the project goal?</b>	<p>An essential piece of the placement infrastructure identified in the Sonoma County SIP is the screening assessment process to inform case planning and determine the appropriate level of placement. In Sonoma County, the CANS will provide a common language for the multiple participants involved in the screening assessment process including Sonoma County Behavioral Health, Valley of the Moon Children’s Home, placement specialists, and case carrying social workers. The 2014-2019 SIP aligns the screening and assessment process, coordinating the various participants in the placement process with the intent to make timely, permanency-oriented placements.</p> <p>The Child and Adolescent Needs and Strengths (CANS) is a multi-purpose tool developed for children’s services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. Designed for use at multiple levels, the CANS provides a structured assessment of children relevant to service</p>

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	<p>planning and decision-making while also providing information regarding the child and family's service needs for use during system planning and/or quality assurance monitoring.</p> <p>The CANS screening and assessment process provides a method to address five of the six Waiver Project goals. The CANS will allow Sonoma County to 1) improve the array of services and supports available to children by clearly identifying needs and strengths, then linking to social service resources, 2) intentionally engages family needs and strengths in case planning, 3) increase child safety by clarifying needs, 4) improves permanency outcomes by providing in depth information for placement decision making, and 5) improves child and family well being by organizing around the child and family strengths.</p>
<p><b>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</b></p>	<p>Sonoma County Human Services Department intends to contract with the author of the CANS tool, Dr. Lyons, to provide training to staff for direct use as well as training to supervisors and management to create a 'train the trainers' internal capacity to support training with new staff. The training will occur in early 2016 after the agency-wide SOP training is completed. To support the ongoing use of the CANS tool, the Human Services Department will also contract with the tool developers to access ongoing recertification, scoring, analysis, and reporting functions through their online system. Additionally, the Human Services Department will hold an MOU with the Behavioral Health Division to ensure clinical capacity to conduct full assessments when a concern is identified during the screening process.</p>
<p><b>Projected Number of Children and Families to be Served</b></p>	
<p><b>Plan Year 1</b></p>	<p>0 children and their families</p>
<p><b>Plan Year 2</b></p>	<p>113 children and their families (or 75% of 150 projected new cases)</p>
<p><b>Plan Year 3</b></p>	<p>120 children and their families (or 80% of 150 projected new cases)</p>
<p><b>Plan Year 4</b></p>	<p>135 children and their families (or 90% of 150 projected new cases)</p>
<p><b>Plan Year 5</b></p>	<p>150 children and their families (or 100% of 150 projected new cases)</p>
<p><b>Rollout/Implementation Activities and Timeframes</b></p>	
<p><b>Plan Year 1</b></p>	<ul style="list-style-type: none"> <li>• FYC leadership will continue to work with local group home providers to further develop local practices of referral, treatment, and discharge</li> <li>• FYC leadership will participate in statewide continuum of care group to ensure alignment with recommendations and access to state training and assistance and to ensure necessary community and agency support</li> <li>• FYC leadership will attend the national CANS conference</li> </ul>
<p><b>Plan Year 2</b></p>	<ul style="list-style-type: none"> <li>• All FYC social workers will be trained to use the CANS screener</li> <li>• Begin implementation of CANS</li> <li>• Provide structure for multi-disciplinary teams to identify</li> </ul>

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	<p>placement and service needs and inclusive strategies to partner around placement and service decisions</p> <ul style="list-style-type: none"> <li>• Form Advisory Team aimed to build working relationships between FYC and community-based providers, creating structure for organizational and system improvement through the use of aggregate CANS assessment information.             <ul style="list-style-type: none"> <li>○ Align assessment practices with agency principles to remain family-focused, strengths based, and safety-oriented</li> <li>○ Help propel communication with the larger community to share the responsibility for taking care of children and families in local communities</li> <li>○ Build a shared language to understand placement and mental health service needs, the system capacity to respond, and what is needed to improve child, family, and community outcomes</li> <li>○ Develop plan for the CANS assessment information to be used for organizational and system improvements</li> <li>○ Coordinate with the Placement Assessment and Resource Committee (PARC) to address youth who are currently placed in group homes; Align the PARC action plan to the CANS screening and assessment results.</li> </ul> </li> <li>• Participate in statewide continuum of care group</li> <li>• Utilize Joint Supervisory Sub-Committee to support and monitor supervision to ensure social workers use the CANS to explore family-based options and monitor progress while case planning             <ul style="list-style-type: none"> <li>○ Provide and conduct regular group supervision and coaching</li> </ul> </li> <li>• FYC early adopters will attend the national CANS conference</li> </ul>
<p><b>Plan Year 3</b></p>	<ul style="list-style-type: none"> <li>• Develop Treatment Liaison position/function to coordinate CANS screening results with potential community treatment and placement options             <ul style="list-style-type: none"> <li>○ Foster relationships between FYC staff and providers regarding children's process and placement</li> <li>○ Remain knowledgeable of individual children/cases, foster families, ITFC families, group home facilities, and other placement resources available for children</li> <li>○ Maintain a current record of CANS screening results so that all children requiring a rescreening at 6 months receive the screening and that a placement search and match procedure is reactivated</li> <li>○ Coordinate social support services for children placed in group home settings, as part of the treatment and step down plan</li> </ul> </li> <li>• Increase engagement with community-based organizations to identify and provide needed placement options (i.e. ITFC, foster</li> </ul>

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	<p>and adoptive family recruitment)</p> <ul style="list-style-type: none"> <li>• Utilize the Human Services Case Management Council to monitor CANS completions and make sure children do not stay in group care longer than necessary</li> <li>• Provide oversight process to review cases to ensure equal and fair planning and service delivery occur for all cases</li> <li>• Utilize Joint Supervisory Sub-Committee to support and monitor supervision to ensure social workers use the CANS to explore family-based options and monitor progress while case planning                         <ul style="list-style-type: none"> <li>○ Provide and conduct regular group supervision and coaching</li> <li>○ Provide training to new staff</li> <li>○ Test information management system for accurate and immediate CANS scoring, analysis and meaningful report generation for use by individual social workers, supervisors, and management</li> </ul> </li> <li>• Participate in statewide continuum of care group</li> <li>• FYC representative will attend the national CANS conference</li> </ul>
<p><b>Plan Year 4</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with private providers and community-based organizations to identify and provide needed placement options (i.e. ITFC, foster and adoptive family recruitment)</li> <li>• Utilize the Human Services Case Management Council to monitor CANS completions                         <ul style="list-style-type: none"> <li>○ Provide oversight process to review cases to ensure equal and fair planning and service delivery for all cases</li> </ul> </li> <li>• Utilize Joint Supervisory Sub-Committee to support and monitor supervision to ensure social workers use the CANS to explore family-based options and monitor progress while case planning                         <ul style="list-style-type: none"> <li>○ Provide and conduct regular group supervision and coaching</li> <li>○ Provide training to new staff</li> <li>○ Test information management system for accurate and immediate CANS scoring, analysis and meaningful report generation for use by individual social workers, supervisors, and management</li> </ul> </li> <li>• FYC representative will attend the national CANS conference</li> </ul>
<p><b>Plan Year 5</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with private providers and community-based organizations to identify and provide needed placement options (i.e. ITFC, foster and adoptive family recruitment)</li> <li>• Utilize the Case Management Council to monitor CANS completions                         <ul style="list-style-type: none"> <li>○ Provide oversight process to review cases to ensure equal and fair planning and service delivery for all cases.</li> </ul> </li> <li>• Utilize Joint Supervisory Sub-Committee to support and monitor supervision to ensure social workers use the CANS to explore family-based options and monitor progress while case planning</li> </ul>

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	<ul style="list-style-type: none"> <li>○ Provide and conduct regular group supervision and coaching</li> <li>○ Provide training to new staff</li> <li>○ Test information management system for accurate and immediate CANS scoring, analysis and meaningful report generation for use by individual social workers, supervisors, and management.</li> <li>● Participate in statewide continuum of care group</li> <li>● FYC representative will attend the national CANS conference</li> </ul>
<b>Evaluation</b>	
<b>What tools will you be utilizing to track this measure</b>	CWS/CMS and online data system provided by tool developer
<b>Will you be able to provide case level data?</b>	No

**INTERVENTIONS**

**PROBATION**

INTERVENTION #1	
<b>WRAPAROUND</b>	
<b>Is Wraparound a System Improvement Plan (SIP) Strategy?</b>	
<input checked="" type="checkbox"/> No	
The following project goals will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth, and families involved in the child welfare and juvenile probation systems	
<input type="checkbox"/> Engage families through a more individualized casework approach that emphasis 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 checked="" type="checkbox"/> Improve child and family well-being	
<input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
<b>Target Population</b>	The current target population of the program is (1) youth at risk of out of home placement (level 10 or higher) or (2) those transitioning out of such a placement. Probation plans to increase utilization in both areas. The Department is especially interested in expanding the use of Wraparound services to transition youth out of placement, with the intention of reducing the duration of placement stays.
<b>Geographic Area</b>	The program is currently available to any eligible youth in the Sonoma County. That arrangement would continue under the expansion.
<b>Expected short and long term outcomes</b>	In combination with strategy #2, Probation expects a decrease in the number of youth sent to out of home placement as well as a decrease in average length of stay in out of home placement.
<b>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</b>	Seneca Family of Agencies is the current contract holder for the Sonoma County Wraparound program. The plan is developed by the Family Permanency Collaborative; this involves coordination and collaboration of multiple partners at different levels of interaction and planning. Child and Family teams work collaboratively to place families in the center of the planning process. Seneca offers a range of services in support of the plan (both directly and through sub-contracts) including rehabilitation, case management, crisis support, therapeutic intervention, transportation, case coordination, family finding services, and Therapeutic Behavioral Services. This service arrangement is functioning well and would continue under the expansion.

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<b>Projected Number of Children and Families to be Served</b>	
<b>Plan Year 1</b>	0
<b>Plan Year 2</b>	15 youth
<b>Plan Year 3</b>	20 youth
<b>Plan Year 4</b>	25 youth
<b>Plan Year 5</b>	25 youth
<b>Rollout/Implementation Activities and Timeframes</b>	
<b>Plan Year 1</b>	<ol style="list-style-type: none"> <li>1. Add a Probation Officer III position to supervise youth on an additional Wraparound caseload. Refer additional, appropriate youth to Wraparound caseloads for more intensive, family-focused services.</li> <li>2. Add a Probation Officer IV (Supervisor) position to provide supervision over all Wraparound caseloads and wraparound like caseloads delivering family-focused services. This position will also train all staff on Title IV-E standards; monitor reimbursable activities of officers and ensure they are following appropriate coding practices; conduct internal audits of reasonable candidate caseloads; attend the monthly Placement Advisory Committee meetings; and be a point of contact with the Human Services Department as the Probation Department transitions to Waiver county status.</li> <li>3. Add needed Title IV-E accounting capacity in business services by increasing an existing position from .5 to 1.0 FTE.</li> </ol>
<b>Plan Year 2</b>	Serve additional youth.
<b>Plan Year 3</b>	Serve additional youth.
<b>Plan Year 4</b>	Serve additional youth.
<b>Plan Year 5</b>	Serve additional youth.
<b>Evaluation</b>	
<b>What tools will you be utilizing to track this measure</b>	Family Permanence Collaborative Enrollment and Services Report
<b>Will you be able to provide case level data?</b>	Yes

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**PROBATION**

OPTIONAL INTERVENTION # 2	
<b>INTERVENTION: Family Finding Activities</b>	
<b>Are Family Finding Activities a System Improvement Plan (SIP) Strategy</b>	
<input checked="" type="checkbox"/> Yes	
The following project goals 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 emphasis 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	
<b>Target Population</b>	Reasonable candidates for home removal
<b>Geographic Area</b>	Sonoma County
<b>Expected short and long term outcomes</b>	In combination with Probation's Wraparound strategy #1, Probation expects a decrease in the number of youth sent to out of home placement.
<b>How does this intervention align with the project goal?</b>	Probation intends to implement policies and guidelines that would require staff to begin the family finding process early on for all probation cases where a risk of out of home placement is identified. In particular, Probation would like to find care taker relative homes for youthful sex offenders and other youth who can be supervised in the community in lieu of being sent out of the area to placements. Particular goals include: <ul style="list-style-type: none"> <li>• Improve the array of service for children and families and engage families through more individualized approach that emphasizes family involvement</li> <li>• Improve permanency outcomes and timelines</li> <li>• Improve child and family well-being, and</li> <li>• Decrease recidivism and delinquency for youth on probation</li> </ul>
<b>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</b>	An existing family finding agreement with Seneca allows for intensive family finding and permanency services. This agreement would be used in a limited number of cases where the Probation Officer determines extended family is difficult to identify. The contract is already in place.

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<b>Projected Number of Children and Families to be Served</b>	
<b>Plan Year 1</b>	0
<b>Plan Year 2</b>	50
<b>Plan Year 3</b>	50
<b>Plan Year 4</b>	50
<b>Plan Year 5</b>	50
<b>Rollout/Implementation Activities and Timeframes</b>	
<b>Plan Year 1</b>	Develop policy and procedures regarding family finding activities. Train officers in family finding and in the approval process for a caretaker relative home.
<b>Plan Year 2</b>	Officers to use family finding early on in a case to identify extended family members to establish lifelong connections and provide alternatives to reunification with custodial parent/guardian. Establish contact with extended family identified through family finding and engage them throughout the youth's probation. Assess the appropriateness of these family members as an alternative to out of home placement or a step down from group care should reunification efforts fail with parent/guardian. Officers facilitate the caretaker relative home approval process for appropriate relatives.
<b>Plan Year 3</b>	Officers to use family finding early on in a case to identify extended family members to establish lifelong connections and provide alternatives to reunification with custodial parent/guardian. Establish contact with extended family identified through family finding and engage them throughout the youth's probation. Assess the appropriateness of these family members as an alternative to out of home placement or a step down from group care should reunification efforts fail with parent/guardian. Officers facilitate the caretaker relative home approval process for appropriate relatives.
<b>Plan Year 4</b>	Officers to use family finding early on in a case to identify extended family members to establish lifelong connections and provide alternatives to reunification with custodial parent/guardian. Establish contact with extended family identified through family finding and engage them throughout the youth's probation. Assess the appropriateness of these family members as an alternative to out of home placement or a step down from group care should reunification efforts fail with parent/guardian. Officers facilitate the caretaker relative home approval process for appropriate relatives.
<b>Plan Year 5</b>	Officers to use family finding early on in a case to identify extended family members to establish lifelong connections and provide alternatives to reunification with custodial parent/guardian. Establish contact with extended family identified through family finding and engage them throughout the youth's probation. Assess the appropriateness of these family members as an alternative to out of home placement or a step down from group care should reunification efforts fail with parent/guardian. Officers facilitate the caretaker

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	relative home approval process for appropriate relatives.
<b>Evaluation</b>	
<b>What tools will you be utilizing to track this measure</b>	A proper tool will be identified in order to measure our progress toward anticipated short and long term outcomes.
<b>Will you be able to provide case level data?</b>	No

**PROBATION**

**OPTIONAL INTERVENTION # 3**

**INTERVENTION: PO conducts assessment of youth/family to determine level of readiness to transition home**

**Is youth and family assessment a System Improvement Plan (SIP) Strategy**

Yes

The following project goals will be targeted by the intervention above:

- Improve the array of services and supports available to children, youth, and families involved in the child welfare and juvenile probation systems
- Engage families through a more individualized casework approach that emphasis family involvement
- Increase child safety without an over-reliance on out-of-home care
- Improve permanency outcomes and timelines
- Improve child and family well-being
- To decrease recidivism and delinquency for youth on probation

**5 Year Plan**

<b>Target Population</b>	All youth in placement for whom reunification is the identified case plan goal
<b>Geographic Area</b>	Sonoma County
<b>Expected short and long term outcomes</b>	To determine the shortest possible timeline for reunification and aid the transition process
<b>How does this intervention align with the project goal?</b>	<p>Probation will conduct assessments on all youth in placement for whom reunification is the identified case plan goal. Assessments will be conducted at regular intervals in order to determine the shortest possible timeline for reunification. Assessments of parents' readiness to reunify will also be conducted in order to aid the transition process. Overall goals include:</p> <ul style="list-style-type: none"> <li>• Improve the array of service for children and families and engage families through more individualized approach that emphasizes family involvement</li> <li>• Improve permanency outcomes and timelines</li> <li>• Improve child and family well-being, and</li> <li>• Decrease recidivism and delinquency for youth on probation</li> </ul>
<b>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</b>	To be determined. It is likely that, once assessment tools are selected, Probation will require a contract for training and software.

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<b>Projected Number of Children and Families to be Served</b>	
<b>Plan Year 1</b>	0
<b>Plan Year 2</b>	50
<b>Plan Year 3</b>	50
<b>Plan Year 4</b>	50
<b>Plan Year 5</b>	50
<b>Rollout/Implementation Activities and Timeframes</b>	
<b>Plan Year 1</b>	Identify post-placement readiness assessment tool for youth. Identify and/or create a tool to assess parents' readiness for reunification. Identify and train staff who will implement the tool.
<b>Plan Year 2</b>	Implement assessments on all youth in placement for whom reunification is the identified case plan goal. Implement a transition team meeting 90 days prior to transition to further assess youth/family readiness of youth to return home. Placement officers to work collaboratively with group home/treatment team to address any issues as a result of assessment and transition meeting.
<b>Plan Year 3</b>	Implement assessments on all youth in placement for whom reunification is the identified case plan goal. Implement a transition team meeting 90 days prior to transition to further assess youth/family readiness of youth to return home. Placement officers to work collaboratively with group home/treatment team to address any issues as a result of assessment and transition meeting.
<b>Plan Year 4</b>	Implement assessments on all youth in placement for whom reunification is the identified case plan goal. Implement a transition team meeting 90 days prior to transition to further youth/family readiness of youth to return home. Placement officers to work collaboratively with group home/treatment team to address any issues as a result of assessment and transition meeting.
<b>Plan Year 5</b>	Implement assessments on all youth in placement for whom reunification is the identified case plan goal. Implement a transition team meeting 90 days prior to transition to further assess youth/family readiness of youth to return home. Placement officers to work collaboratively with group home/treatment team to address any issues as a result of assessment and transition meeting.
<b>Evaluation</b>	
<b>What tools will you be utilizing to track this measure</b>	Safe Measures within the state CWS/CMS case management system.
<b>Will you be able to provide case level data?</b>	No

## PLANNING PROCESS AND COMMUNITY SUPPORT

The California Child and Family Services Review process (C-CFSR) included 19 community meetings/focus groups and a Peer Review process for shared learning and quality improvement which led to the County Self Assessment, 2014-2019 System Improvement Plan (SIP), and formation of this current Waiver Plan. Since then the SIP has guided program and organizational planning regarding key assessment and placement supports for both Human Services and Probation.

The use of the CANS screening and assessment process becomes a natural fit with Structured Decision Making process and will entail ongoing coordination with the Education Department for referrals, the Behavioral Health Division for full assessments, and the Early Learning Institute for screening and assessment of children aged 0-5.

## SYSTEM CAPACITY DEVELOPMENT

Sonoma County child welfare and probation will be accommodating a number of organizational changes necessary for IV-E Waiver implementation with the following actions:

- The Human Services Department and the Probation Departments will develop an MOU to specify the role and responsibilities of each department as well as the agreements for claiming, collecting, reporting, and tracking children and families in the Waiver project.
- Board of Supervisor review, support, and approval
- Child Welfare and Probation Waiver Collaborative Team will convene to monitor fiscal structure and the elements impacting the overall reinvestment opportunity
  - Administrative and evaluation functions will be conducted across members of the team.
  - An administrative, evaluation, and fiscal support position will be integrated in to the team to support the overall planning, implementation, and evaluation functions.
- The SDM/SOP Steering Committee will support implementation, supervision, and coaching
- Joint Supervisors committee will support implementation and monitoring of SOP and CANS practices
- CANS Advisory Team will build working relationships between FYC and community-based provides, creating structure for organizational and system improvement through the use of aggregate CANS assessment information.
- A CANS Treatment Specialist will hold the responsibility to coordinate individual CANS screening results with potential community placement options.
- Human Services Department will hold an MOU with the Behavioral Health Division to ensure clinical capacity to conduct full assessments when a concern is identified during the screening process

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**BUDGET**

**See the attached budget summaries**

**PROJECT PH ASE DOWN**

Sonoma County is committed to sustaining positive service delivery and system improvement changes for improved child, family, agency, and community outcomes. The IV-E Waiver opportunity is intended to help improvements toward the SIP and will allow time and resources for staff to expand their approach to service delivery. If and when the Waiver project ends in five years (or in the event Sonoma County opts out of the project before then) Sonoma County will continue to serve children and families with high quality case planning and social service delivery. The IV-E Waiver opportunity is risk neutral and Sonoma County will be implementing SOP, CANS, Wraparound and other strategies identified in the SIP regardless of IV-E Waiver involvement.

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 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>Project Bases</b>						
Title IV-E Foster Care Federal Assistance	\$1,735,804	\$2,365,991	\$2,419,554	\$2,491,129	\$2,555,529	\$642,598
Title IV-E Foster Care Federal Administration	\$3,941,732	\$5,493,605	\$5,678,698	\$5,859,136	\$6,084,399	\$1,535,839
Foster Care Nonfederal Assistance	\$7,908,508	\$10,493,092	\$10,439,529	\$10,367,954	\$10,303,554	\$2,572,173
Foster Care Nonfederal Administration	\$2,536,545	\$3,144,098	\$2,959,005	\$2,778,567	\$2,553,304	\$623,587
Sub Total	\$16,122,589	\$21,496,786	\$21,496,786	\$21,496,786	\$21,496,786	\$5,374,197
<b>Planned Expenditures</b>						
Title IV-E Foster Care Federal Assistance	\$1,735,804	\$2,365,991	\$2,419,554	\$2,491,129	\$2,555,529	\$642,598
Title IV-E Foster Care Federal Administration	\$3,941,732	\$5,493,605	\$5,678,698	\$5,859,136	\$6,084,399	\$1,535,839
Foster Care Nonfederal Assistance	\$7,715,622	\$10,046,883	\$9,745,062	\$9,430,194	\$9,127,368	\$2,263,301
Foster Care Nonfederal Administration	\$2,801,372	\$3,257,395	\$2,763,967	\$2,616,821	\$2,522,576	\$623,784
Total Welfare Department	\$16,194,530	\$21,163,874	\$20,607,281	\$20,397,280	\$20,289,872	\$5,065,522
<b>Surplus/Deficit</b>						
Annual Surplus/Deficit	\$71,941	(\$332,912)	(\$889,505)	(\$1,099,506)	(\$1,206,914)	(\$308,675)
Cumulative Surplus/Deficit	\$71,941	(\$260,971)	(\$1,150,476)	(\$2,249,982)	(\$3,456,896)	(\$3,765,571)
Net Surplus/Deficit	\$71,941	(\$61,860)	(\$257,051)	(\$105,650)	\$148,344	\$1,407,984
<b>Interventions</b>						
Safety Organized Practice/Core Practice Model	\$185,092	\$514,555	\$880,368	\$1,042,650	\$1,147,361	\$293,619
CANS	\$14,019	\$179,759	\$370,539	\$418,258	\$420,954	\$105,407
Optional Intervention 3	\$0	\$0	\$0	\$0	\$0	\$0
Total Intervention Investment Expenditures	\$199,111	\$694,314	\$1,250,907	\$1,460,908	\$1,568,315	\$399,026
<b>Cumulative Available Reinvestment Funds</b>	<b>\$271,052</b>	<b>\$632,454</b>	<b>\$993,856</b>	<b>\$1,355,258</b>	<b>\$1,716,659</b>	<b>\$1,807,010</b>

Sonoma County - Child Welfare

Comments:

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 Probation

	SFY 2014-15 (9 months)	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20 (3 months)
<b>Project Bases</b>						
Title IV-E Foster Care Federal Assistance	\$566,242	\$771,817	\$789,290	\$812,639	\$833,647	\$209,624
Title IV-E Foster Care Federal Administration	\$420,989	\$586,734	\$606,502	\$625,774	\$649,832	\$164,032
Foster Care Nonfederal Assistance	\$2,579,858	\$3,422,983	\$3,405,510	\$3,382,161	\$3,361,153	\$839,076
Foster Care Nonfederal Administration	\$270,911	\$335,799	\$316,031	\$296,759	\$272,701	\$66,601
Sub Total	\$3,838,000	\$5,117,333	\$5,117,333	\$5,117,333	\$5,117,333	\$1,279,333
<b>Planned Expenditures</b>						
Title IV-E Foster Care Federal Assistance	\$566,242	\$771,817	\$789,290	\$812,639	\$833,647	\$209,624
Title IV-E Foster Care Federal Administration	\$420,989	\$586,734	\$606,502	\$625,774	\$649,832	\$164,032
Foster Care Nonfederal Assistance	\$2,516,936	\$3,277,424	\$3,178,966	\$3,076,252	\$2,977,467	\$738,318
Foster Care Nonfederal Administration	\$193,357	\$125,871	\$143,024	\$201,744	\$247,428	\$64,599
Total Probation Department	\$3,697,524	\$4,761,846	\$4,717,782	\$4,716,409	\$4,708,374	\$1,176,573
<b>Surplus/Deficit</b>						
Annual Surplus/Deficit	(\$140,476)	(\$355,487)	(\$399,551)	(\$400,924)	(\$408,959)	(\$102,760)
Cumulative Surplus/Deficit	(\$140,476)	(\$495,963)	(\$895,514)	(\$1,296,438)	(\$1,705,397)	(\$1,808,157)
Net Surplus/Deficit	(\$140,476)	(\$326,538)	(\$332,002)	(\$294,776)	(\$264,211)	\$80,588
<b>Interventions</b>						
Wraparound	\$169,425	\$296,564	\$324,920	\$331,419	\$338,047	\$84,928
Family Finding	\$0	\$60,023	\$81,980	\$83,105	\$84,512	\$21,232
Youth/Fam Readiness	\$0	\$37,500	\$31,250	\$25,000	\$25,000	\$6,250
Total Intervention Investment Expenditures	\$169,425	\$394,087	\$438,150	\$439,524	\$447,559	\$112,410
<b>Cumulative Available Reinvestment Funds</b>	<b>\$28,949</b>	<b>\$67,549</b>	<b>\$106,148</b>	<b>\$144,748</b>	<b>\$183,348</b>	<b>\$192,998</b>

Sonoma County - Probation

Comments: