

**Safety Outcome 1, Item 2A**

**Improvement Goal:** The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005, after the PIP is approved.

**Measurement Method:** The rate of repeat maltreatment will be based upon the AFCARS/NCANDS data and the C-CFSR data indicator of the number of children who were victims of repeat maltreatment (repeat maltreatment as defined in the National standard) compared to the total number of children who were victims of maltreatment. In addition, we will use the C-CFSR process to ensure counties implement appropriate risk assessment protocols and improve outcomes.

**Frequency of Measurement:** Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county. By June 30, 2004, we expect to improve by 0.9 percent.

**Determination of Goal Achievement:** The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering</p>	<ul style="list-style-type: none"> <li>Promising practices of high-performing counties will be identified.</li> </ul>	<ul style="list-style-type: none"> <li>09/03</li> </ul>	<ul style="list-style-type: none"> <li>CDSS will review safety practice literature (07/03).</li> <li>Using C-CFSR (Matrix #1A &amp;B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03).</li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03).</li> <li>CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (08/03).</li> </ul>

<p>the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. <b>Cross-reference to Safety Outcome 1, Item 2b; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5)</b></p>	<ul style="list-style-type: none"> <li>• Technical assistance will be provided to three high priority counties each quarter to assist in meeting performance targets and in improved assessments and coordinating access to services. Quarterly reports will document that the technical assistance has been provided.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul> <p><u>Co. / Date</u></p> <p>1-3: 09/03  4-6: 12/03  7-9: 03/04  10-12: 06/04  13-15: 09/04  16-18: 12/04  19-21: 03/05  22-24: 06/05</p>	<ul style="list-style-type: none"> <li>• CDSS will release guide to all counties in an ACIN as a resource to all counties (09/03).</li> </ul> <p><b>Technical Assistance Cycle</b></p> <ul style="list-style-type: none"> <li>• Using safety outcome C-CFSR (Matrix #1A&amp;B) data CDSS will identify a list of all high priority counties (07/03).</li> <li>• From the high priority list, CDSS will select three counties to provide TA (07/03).</li> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (07/03).</li> <li>• In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</li> <li>• CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor and document the implementation of each county's action plan.</li> <li>• Los Angeles County will implement a risk assessment process at all key decision points within the life of the case.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 11/03</li> </ul>	<p>action plans. Quarterly reports will document that the technical assistance has been provided (09/03).</p> <ul style="list-style-type: none"> <li>• CDSS will track completion of county action steps (09/03).</li> <li>• CDSS will track county safety outcome improvement data from the C-CFSR (Matrix #1A &amp;B) and report quarterly beginning 12/03. (06/05)</li> <li>• Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (09/03, 12/03, 03/04,06/04, 09/04, 12/04, 03/05, 06/05).</li> <li>• Every quarter three new high priority counties will be selected for TA through the end of the PIP. A new TA cycle will be completed each quarter for 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</li> </ul> <p><b>Los Angeles County Strategy</b></p> <ul style="list-style-type: none"> <li>• A training plan was developed to implement on a priority basis as follows:</li> <li>• All Los Angeles County Hotline</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will provide technical support on the implementation of risk assessment in Los Angeles</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>staff have been trained in completing assessments and are using decision tree protocols (completed 02/03).</p> <ul style="list-style-type: none"> <li>• All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals. (completed 04/03)</li> <li>• All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment (completed 04/03)</li> <li>• All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03).</li> <li>• All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05)</li> <li>• Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide</li> </ul>
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	<p>County.</p> <ul style="list-style-type: none"> <li>• CDSS will monitor the implementation of risk assessment in Los Angeles County.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05)</p> <ul style="list-style-type: none"> <li>• CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04,03/05, 06/05)</li> </ul>
<p>2. The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. <b>(Cross-reference to Safety Outcome 2, Item 3 &amp; 4; Permanency Outcome 1, Item 5)</b></p>	<ul style="list-style-type: none"> <li>• Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.</li> <li>• Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended.</li> <li>• Submit proposal</li> <li>• If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• 04/03</li> <li>• 05/03</li> <li>• 05/03</li> <li>• 09/03 (assumes legislation passes on 07/01/03)</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03).</li> <li>• CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).</li> <li>• Introduced language into Trailer Bill as part of the May Revise (05/03).</li> <li>• CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</li> <li>• CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions</li> </ul>

			<p>including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <ul style="list-style-type: none"> <li>• CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</li> <li>• CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.)</li> <li>• CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed).</li> <li>• CDSS will begin regulation change process (09/03 regulation changes take approximately nine months-ACL</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor implementation</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>remains in force during the interim time period).</p> <ul style="list-style-type: none"> <li>• CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
<p>3. The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any</p>	<ul style="list-style-type: none"> <li>• The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the “Interagency Child Welfare Services Team” and will focus on optimizing good outcomes for children and families served in common between and among departments.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)</li> <li>• Appointments made by respective directors (05/03)</li> <li>• First meeting held May 21, 2003; regular monthly meetings to begin.(06/05)</li> <li>• First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service</li> </ul>

<p>systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. <b>(Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</b></p>	<ul style="list-style-type: none"> <li>The Interagency Team, as appropriate will implement changes within their areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul>	<p>coordination and integration. (09/03)</p> <ul style="list-style-type: none"> <li>CDSS will share a copy of the charter with ACF (09/03)</li> <li>The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)</li> <li>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</li> <li>Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</li> <li>CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</li> <li>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>beginning 1/05. (06/05)</p> <ul style="list-style-type: none"> <li>• CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> <li>• CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
<p>4. The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic</b></p>	<ul style="list-style-type: none"> <li>• The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties.</li> </ul>	<ul style="list-style-type: none"> <li>• 08/03</li> </ul>	<ul style="list-style-type: none"> <li>• Research and analysis of national safety and risk assessment processes completed. (06/02).</li> <li>• Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02).</li> <li>• Research, analysis, and constructs of California's safety,</li> </ul>

<p><b>Factor 5, Item 37)</b></p>	<ul style="list-style-type: none"> <li>• Los Angeles and two medium sized counties (see Glossary) will begin testing the safety assessment approach that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.</li> <li>• The safety assessment approach will be evaluated and recommendations will be made for</li> </ul>	<ul style="list-style-type: none"> <li>• 05/04</li> <li>• 05/04</li> </ul>	<p>risk and protective capacity assessment approach (06/03).</p> <ul style="list-style-type: none"> <li>• Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03)</li> <li>• Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and two medium sized counties (09/03).</li> <li>• CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools to Los Angeles and two medium sized counties to test the formal safety assessment process beginning 09/03. (05/04)</li> <li>• CDSS will evaluate the test results and make any necessary adjustments to safety assessment</li> </ul>
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	<p>any adjustments before expanding the number of counties using it.</p> <ul style="list-style-type: none"> <li>• The validated safety assessment is implemented in 25 counties.</li> </ul> <ul style="list-style-type: none"> <li>• The CDSS will monitor the progress of the implementation of the safety assessment approach to ensure it is used countywide throughout the life of the case.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul> <ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>process/tools/training (05/04).</p> <ul style="list-style-type: none"> <li>• Twenty-five counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)</li> <li>• Counties selected to implement the safety assessment will begin using the new approach beginning and will roll out as resources are available to start implementation 05/04. (06/05)</li> <li>• All counties implementing the safety assessment will be fully operational within three months of start date. CDSS will review and have copies of each county's operational procedures that instruct staff on safety assessment. (06/05)</li> <li>• CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
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<p>5. The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. <b>(Cross-reference to Safety Outcome 2, Items 3 &amp; 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</b></p>	<ul style="list-style-type: none"> <li>• The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services.</li> <li>• Los Angeles and two medium sized counties will be designated Redesign test counties to test the implementation of differential response system.</li> <li>• Evaluate the test sites implementation of differential response.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/03</li> <li>• 05/04</li> <li>• 05/04</li> </ul>	<ul style="list-style-type: none"> <li>• A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03).</li> <li>• The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03).</li> <li>• Los Angeles and two medium sized counties will begin implementation of differential response 09/03. (05/04)</li> <li>• CDSS and our consultants will evaluate the test sites implementation and make adjustments as needed to the tools, assessments and protocols. (05/04)</li> </ul>
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	<ul style="list-style-type: none"> <li>• Implement differential response in selected counties.</li> <li>• The CDSS will monitor the progress of implementation of differential response in the counties.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• Twenty-five counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04).</li> <li>• The selected counties will begin implementation of differential response and roll out as resources are available starting 05/04. (06/05)</li> <li>• CDSS will provide ongoing technical support to all implementing counties, through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05)</li> <li>• CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05).</li> </ul>
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Program Contacts:

**Action Steps # 1, 2 & 3**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

**Action Steps # 4 & 5**

Eileen Carroll  
Stakeholders Project  
(916) 657-1648

**Safety Outcome 1, Item 2B**

**Improvement Goal:** The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005.<sup>1</sup>

**Measurement Method:** The count for the numerator will be based on children in non-relative foster homes and foster family agency homes who had referrals that resulted in substantiated allegations of abuse or neglect during a nine-month period from January 1 – September 30. Instances where the child was listed as the victim and the foster parent was listed as the perpetrator will be used as the numerator. This will also include cases in which the foster parent was listed as the victim and the child was listed as the perpetrator because this is a common data entry error. This count will be divided by the population of children served in non-relative foster homes and family agency homes for the same time period. Maltreatment in foster care will also be tracked for all placement types.

**Frequency of Measurement:** Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps. By June 30, 2004, we will improve by 0.07 percentage points.

**Determination of Goal Achievement:** The goal will be achieved when the State’s rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will work with high priority counties (see glossary) to identify problem areas (see C-CFSR matrix) and will provide technical assistance (see glossary) to those counties to implement strategies to reduce the incidence of child abuse and neglect in foster care. Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care.</p>	<ul style="list-style-type: none"> <li>The CDSS will analyze data and stratify it by age and placement type to identify where abuse in foster care is occurring (e.g. group homes, trial home visits).</li> <li>The CDSS will work with three counties per quarter, and make recommendations based on the findings to reduce the incidence of child abuse and neglect in foster care. Progress toward completion of the</li> </ul>	<ul style="list-style-type: none"> <li>09/03</li> <li>06/05</li> </ul> <p><u>Co. / Dates</u></p> <p>1-3: 09/03            4-6: 12/03            7-9: 03/04            10-12: 06/04</p>	<ul style="list-style-type: none"> <li>CDSS will analyze C-CFSR data stratified by age and placement type to identify where abuse in out-of-home care occurs (e.g. group homes, trial home visits) (09/03).</li> </ul> <p><b>Technical Assistance Cycle</b></p> <ul style="list-style-type: none"> <li>Using safety outcome C-CFSR data (Matrix 1C, 1D &amp;2A) CDSS will develop a list of all high priority counties (07/03).</li> <li>From the high priority list,</li> </ul>

<sup>1</sup> The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

	<p>benchmark will be documented in the quarterly reports.</p> <ul style="list-style-type: none"> <li>• CDSS will monitor the implementation of improvement strategies.</li> </ul>	<p>13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05</p> <ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>CDSS will select three counties to provide technical assistance (07/03).</p> <ul style="list-style-type: none"> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties current procedures, policies, systems and practices (07/03).</li> <li>• In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).</li> <li>• CDSS staff will provide written and onsite technical assistance, based on specific county's assessed needs and gaps (including training for hotline supervisors as needed), to each county during implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/03).</li> <li>• CDSS will track and document completion of all steps in the action plan (09/03).</li> </ul>
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	<ul style="list-style-type: none"> <li>Los Angeles County Department of Children and Family Services (LA-DCFS) will implement the changes in placement policies, procedures and practices.</li> </ul>	<ul style="list-style-type: none"> <li>03/04</li> </ul>	<ul style="list-style-type: none"> <li>CDSS will track county safety outcome improvement data from the C-CFSR (Matrix 1C, 1D &amp; 2A) and report quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05).</li> <li>Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided beginning (12/03).</li> <li>Every quarter, three new high priority counties will be selected for technical assistance through the end of the PIP. A new technical assistance cycle will be completed each quarter 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</li> </ul> <p><b>Los Angeles strategy</b></p> <ul style="list-style-type: none"> <li>LA-DCFS will complete review and develop a matrix of all of the placement decision points (08/03)</li> <li>Based on review, LA-DCFS will design and identify a placement procedure process that matches the child's needs (10/03)</li> <li>LA-DCFS will implement</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance to Los Angeles County.</li> </ul>	<ul style="list-style-type: none"> <li>• 03/04</li> </ul>	<p>quality assurance procedures to monitor compliance with the new placement decision-making process (10/03)</p> <ul style="list-style-type: none"> <li>• LA-DCFS will develop a training curriculum and train workers on the new placement process (12/03)</li> <li>• LA-DCFS will implement the new process beginning 12/03. (03/04)</li> <li>• CDSS staff will review and provide technical assistance to Los Angeles County on implementation plans, action steps and training improvements beginning 08/03. (03/04)</li> </ul>
<p>2. The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).</p>	<ul style="list-style-type: none"> <li>• Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.</li> <li>• CDSS will approve county System Improvement Plans (SIPs)</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li> <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</li> <li>• Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04).</li> <li>• CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance.</li> <li>• CDSS will monitor implementation of county SIPs.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/04</li> <li>• 06/05</li> </ul>	<p>from the C-CFSR (Matrix Census data, 4A, B, C &amp; E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04)</p> <ul style="list-style-type: none"> <li>• The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04)</li> <li>• CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04)</li> <li>• Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> <li>• CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &amp;E) and survey data to</li> </ul>
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			<p>ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p>
<p>3. Based on what is learned in Action Steps # 1 and 2, the CDSS will identify and provide technical assistance (see glossary) to improve risk assessment practice in out-of-home care. In addition, the CDSS will provide training for hotline workers and supervisors on how to handle allegations of maltreatment of children in out-of-home care using practices from high performing (see glossary) counties as models. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.</p>	<ul style="list-style-type: none"> <li>• CDSS will identify promising practices in high performing counties (see glossary).</li>   <li>• CDSS will give priority to training of hotline staff.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li>   <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• Using C-CFSR (Matrix 1C, 1D &amp;2A) data, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal. (07/03).</li> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03).</li> <li>• CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (08/03).</li> <li>• CDSS will release guide to all counties in an All County Information Notice (ACIN) as a resource to all counties (09/03).</li> <li>• All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols</li> </ul>

	<ul style="list-style-type: none"> <li>CDSS will provide technical assistance and training to three counties per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul> <p><u>Co. / Dates</u>  1-3: 09/03  4-6: 12/03  7-9: 03/04  10-12: 06/04  13-15: 09/04  16-18: 12/04  19-21: 03/05  22-24: 06/05</p>	<p>(completed 02/03).</p> <ul style="list-style-type: none"> <li>CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D &amp;2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03 (06/05).</li> </ul> <p><b>See tasks listed under “Technical Assistance Cycle” in Action Step 1, above.</b></p>
<p>4. The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Item 2A, Safety Outcome 2, Item 3&amp;4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</b></p>			
<p>5. The CDSS will identify promising</p>			

<p>practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. <b>(Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 1, Items 3 &amp; 4; Permanency Outcome 1, Item 5)</b></p>			
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<p>6. The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. <b>(Cross-reference to Permanency Outcome 1, Items 6 &amp; 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>	<ul style="list-style-type: none"> <li>• Develop new consolidated process and draft legislation.</li>   <li>• Submit legislative proposal</li>   <li>• Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed</li> </ul>	<ul style="list-style-type: none"> <li>• 12/04</li>   <li>• 03/05</li>   <li>• First quarter after passage of legislation. <b>(Exceeds end date of PIP; dates not included)</b></li> </ul>	<ul style="list-style-type: none"> <li>• CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04)</li> <li>• Legislative proposal will be submitted. (03/05)</li> <li>• CDSS will report quarterly on the progress in developing legislative proposal. (12/04,03/05, 06/05)</li> <li>• CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes.</li> <li>• If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and</li> </ul>
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			<p>supervisors be trained on this change within 30 days of receipt of letter. (Post PIP)</p> <ul style="list-style-type: none"><li>• CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law.</li><li>• CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP)</li><li>• CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required</li></ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor the implementation of the consolidated home study process.</li> </ul>	<ul style="list-style-type: none"> <li>• Post PIP</li> </ul>	<p>to CWS/CMS)</p> <ul style="list-style-type: none"> <li>• CDSS will begin regulation change process. (Post PIP) (regulation changes take approximately nine months-ACL remains in force during the interim time period).</li> <li>• CDSS will track that staff are trained and action steps are completed. (Post PIP).</li> <li>• CDSS will track progress quarterly. (Post PIP)</li> </ul>
<p>7. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. <b>(Cross reference to Permanency Outcome 1, Item 6; Permanency</b></p>	<ul style="list-style-type: none"> <li>• Using C-CFSR identify high performing counties (See Glossary) that have good practices.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> </ul>	<ul style="list-style-type: none"> <li>• Using the C-CFSR process, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (09/03).</li> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements. (09/03).</li> <li>• CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, “team review process” to be used before any second placement</li> </ul>

<p><b>Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 25 &amp; 28; Systemic Factor 7, Item 44)</b></p>	<ul style="list-style-type: none"> <li>The CDSS will provide targeted technical assistance to three high priority counties per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul> <p><u>Co. / Dates</u></p> <p>1-3: 09/03  4-6: 12/03  7-9: 03/04  10-12: 06/04  13-15: 09/04  16-18: 12/04  19-21: 03/05  22-24: 06/05</p>	<p>of a child (this process also engages child and parent and caregiver (12/03).</p> <p><b>Technical Assistance Cycle</b></p> <ul style="list-style-type: none"> <li>Using C-CFSR (Matrix 3C) data, CDSS will identify a list of all high priority counties (09/03)</li> <li>From the high priority list, CDSS will select three counties that will receive technical assistance (09/03).</li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze the three high priority county's current procedures, policies, systems and practices.(12/03)</li> <li>In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (12/03)</li> <li>CDSS staff will provide written and onsite technical assistance in the implementation of promising practices, based on specific, county assessed needs and gaps, to each</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor and document the implementation of each county's action plan.</li> <li>• CDSS will provide ongoing support to existing Family to Family counties to ensure practice is fully used in all cases, countywide.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul>	<p>county implementing their county action plans. Quarterly reports will document that the technical assistance has been provided (12/03)</p> <ul style="list-style-type: none"> <li>• Every quarter, three new high priority counties will be selected for the technical assistance Cycle. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> <li>• Based on C-CFSR (Matrix 3C) quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met.</li> <li>• Quarterly reports will document that the technical assistance has been provided (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> <li>• CDSS created and operates a California Family to Family website. (05/02)</li> <li>• CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families;</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will increase the number of counties that use Family to Family to 60 percent of the caseload.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02)</p> <ul style="list-style-type: none"> <li>• CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</li> <li>• CDSS with support from Annie E. Casey and Stuart Foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)</li> <li>• The new counties will have plans for implementing all four components of Family to Family (12/03).</li> <li>• The new counties will have completed training for Family to Family (06/04).</li> <li>• The new counties will have all</li> </ul>
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	<ul style="list-style-type: none"> <li>We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.</li> <li>CDSS will monitor the maintenance and implementation of Family to Family.</li> </ul>	<ul style="list-style-type: none"> <li>6/30/05</li> <li>06/05</li> </ul>	<p>four components in test mode (12/04).</p> <ul style="list-style-type: none"> <li>The new counties will have all four components fully implemented (06/05).</li> <li>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is fully used in all cases and is fully implemented countywide in each site 06/03. (06/05)</li> <li>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, case review and practice updates (06/05).</li> <li>CDSS will document implementation by ensuring the completion of each action step noted above and that county operating procedures conform to the Family to Family core procedures. A copy of each county's procedures will be maintained by CDSS begin 09/03. (06/05)</li> <li>CDSS will track the county generated data required under Family to Family, completion of</li> </ul>
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			action steps, number of staff trained and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)
8. The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. <b>(Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)</b>	<ul style="list-style-type: none"> <li>• CDSS will request technical assistance from the NRC.</li> <li>• CDSS will provide technical assistance to counties.</li> <li>• CDSS will issue an All County Information Notice (ACIN) and provide training to counties.</li> <li>• CDSS will monitor county recruitment plans.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> <li>• 06/05</li> <li>• 01/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03)</li> <li>• CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03)</li> <li>• CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05)</li> <li>• CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04)</li> <li>• CDSS will track progress quarterly through C-CFSR SIP</li> </ul>

			Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
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Program Contact(s):

**Action Steps # 1, 2, 6, 7 & 8**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Steps #**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Steps #**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Safety Outcome 2, Item 3 & 4**

**Improvement Goal:** We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005.

**Measurement Method** We calculate the baseline using calendar year 2002 data. This baseline calculation includes all children who have a substantiated or inconclusive allegation of maltreatment and who remained in the home. In the home is defined as no removal during the first referral episode closed during the benchmark year. There were 351,253 cases with this condition between 1/1/2002 and 12/31/2002. This number forms the denominator for the ratio. From these cases, we selected all cases where the next event was a substantiated maltreatment referral. There were 80,684 cases with this condition. This number forms the numerator for our ratio. We then divided 80,684 by 351,253 to get a ratio of 23.0%.

**Frequency of Measurement:** Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.

**Determination of Goal Achievement:** The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering</p>			

<p>the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. <b>(Cross-reference to Safety Outcome 1, Items 2A &amp; 2B; Permanency Outcome 1, Item 5)</b></p>			
<p>2. The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Items 2A &amp; 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</b></p>			
<p>3. The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will</p>			

implement statewide. <b>(Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5)</b>			
4. The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign Process. <b>(Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36)</b>			

Program Contact(s):

**Action Steps # 1 & 3**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Steps # 2 & 4**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Permanency Outcome 1, Item 5**

**Improvement Goal:** The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent June 30, 2005.

**Measurement Method:** Meeting this improvement goal requires a 1.3 percentage point improvement by the end of the PIP. Progress will be measured every six months using the AFCARS indicator for foster care re-entry by calculating the percent of all children entering care during the Federal fiscal year who re-entered foster care within 12 months of a prior episode. Progress also will be measured using the C-CFSR alternative quarterly performance indicators related to foster care re-entry.

**Frequency of Measurement:** Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement.

**Determination of Goal Achievement:** The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los</p>			

<p>Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. <b>(Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 &amp; 4)</b></p>			
<p>2. The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Items 2A &amp; 2B; Safety Outcome 2, Items 3 &amp; 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</b></p>			
<p>3. The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. <b>(Cross-reference to Safety Outcome 1, Item</b></p>			

2A; Safety Outcome 2, Items 3 & 4)			
<p>4. The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently.  <b>(Cross-reference to Permanency Outcome 1, Item 8)</b></p>	<ul style="list-style-type: none"> <li>• Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.</li> <li>• Analyze fiscal impact if legislation were enacted.</li> <li>• Submit legislative proposal.</li> <li>• If legislation passes, implement through ACL and regulation processes as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• 04/03</li> <li>• 05/03</li> <li>• 05/03</li> <li>• 09/03 (assumes legislation passes on 07/01/03)</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03)</li> <li>• CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03)</li> <li>• Introduced language into Trailer Bill as part of the May Revise (05/03)</li> <li>• CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</li> <li>• CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will amend the contract with</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> </ul>	<p>Federal IT approval.)</p> <ul style="list-style-type: none"> <li>• CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</li> <li>• CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03).</li> <li>• CDSS will incorporate this change into statewide training curriculum (09/03). <b>(Cross reference to Systemic Factor 4, Items 32 and 33)</b></li> <li>• CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval required implementation will be delayed).</li> <li>• CDSS will begin regulation change process (09/03 regulation changes take approximately nine months-ACL remains in force during the interim time period).</li> <li>• CDSS will amend JRTA contract to include ongoing</li> </ul>
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	<p>Judicial Review and Technical Assistance (JRTA) contract.</p> <ul style="list-style-type: none"> <li>• CDSS will monitor implementation</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03)</p> <ul style="list-style-type: none"> <li>• CDSS will track and document the completion of all action steps, training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
<p>5. The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state</p>			

<p>will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. <b>(Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</b></p>			
<p>6. As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families.</p>	<ul style="list-style-type: none"> <li>• CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads.</li>   <li>• CDSS will institute state and county level fiscal reforms to encourage reduced caseloads and workloads.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li>   <li>• 06/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03)</li> <li>• Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04)</li> <li>• CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes components tied to county plans developed in conjunction with local partnerships. (06/04)</li> </ul>

			<ul style="list-style-type: none"><li>• CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/04)</li><li>• CDSS will apply the flexible funding strategies. (06/04)</li></ul>
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Program Contact(s):

**Action Steps # 1, 3 & 5**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

**Action Step # 2 & 6**

Eileen Carroll  
Stakeholders Project  
(916) 657-1648

**Action Step #4**

Patricia Aguiar  
Child and Youth Permanency Branch  
(916) 651-7464

**Permanency Outcome 1, Item 6**

**Improvement Goal:** The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.

**Measurement Method:** Progress toward achieving the goal will be measured using AFCARS data for stability in foster care. This is calculated using the percent of all children who have been in foster care less than 12 months from the time of the latest removal and had no more than two placement settings. Interim progress will be measured quarterly using the C-CFSR data indicators related to stability in foster care. In addition, we will track quarterly progress in implementing all action steps.

**Frequency of Measurement:** Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.

**Determination of Goal Achievement:** The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County,</p>			

<p>that use the Family to Family Initiative. <b>(Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 7, Item 44)</b></p>			
<p>2. Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to clarify and resolve outstanding concurrent planning implementation issues, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.</p>	<ul style="list-style-type: none"> <li>• CDSS will identify barriers to full implementation of concurrent planning in the counties.</li>   <li>• Issue ACIN to clarify and work with counties to resolve outstanding concurrent planning implementation issues.</li> </ul>	<ul style="list-style-type: none"> <li>• 03/04</li>   <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will survey all counties to assess the degree of full integration of concurrent planning into their county system and identify known barriers (03/04)</li> <li>• CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</li>   <li>• CDSS will release an ACIN which will include model procedures, systems and practices and an updated county procedure training guide that builds on initial statewide training delivered when law was first implemented. (06/04)</li> <li>• CDSS will request to work with the NRC on Permanency Planning and information Technology to develop an online concurrent planning resource web site that will contain on line</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance and training.</li>   <li>• CDSS will monitor and document the implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li>   <li>• 06/05</li> </ul>	<p>training tutorials, successful operational strategies, and examine the potential for a “chat room” where county staff can discuss issues/experiences. (06/04)</p> <ul style="list-style-type: none"> <li>• Each county, based on barriers identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (09/04)</li> <li>• CDSS staff will provide written and onsite technical assistance on recruitment strategies, organizational analysis and system analysis to counties to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04. (06/05).</li> <li>• CDSS will track county progress, report on the number of county staff trained and completion of county SIP concurrent planning action plan steps beginning</li> </ul>
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	<ul style="list-style-type: none"> <li>• Los Angeles County will fully implement concurrent planning.</li> <li>• CDSS monitor Los Angeles concurrent planning action plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul>	<p>06/04. (06/05)</p> <ul style="list-style-type: none"> <li>• Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul> <p><b>Los Angeles Strategies</b></p> <ul style="list-style-type: none"> <li>• Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03).</li> <li>• Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</li> <li>• CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</li> </ul>
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<p>3. The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. <b>(Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>			
<p>4. As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. <b>(Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>	<ul style="list-style-type: none"> <li>• Counties will analyze their placement resource needs.</li> <li>• Each county will develop a plan to address these needs.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li> <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</li> <li>• Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04).</li> <li>• CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance</li>   <li>• CDSS monitor the progress of counties implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li>   <li>• 06/05</li> </ul>	<p>proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)</p> <ul style="list-style-type: none"> <li>• The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State no later than (09/04).</li> <li>• CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05)</li> <li>• CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented begin 09/04. (06/05)</li> <li>• CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to</li> </ul>
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			<p>ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <li>• CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>
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Program Contact(s):

**Action Steps 1-4**

Patricia A. Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Permanency Outcome 1, Item 7**

**Improvement Goal** We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points by June 30, 2005.

**Measurement Method:** We calculated the baseline using calendar year 2002 data. This baseline calculation includes all child welfare supervised children or probation supervised children in the CWS/CMS system that had an open placement record any time during 2002. We calculated time in care using the placement end date or 12/31/02 for open placements. Then we looked backward to identify all cases with at least 17 months of time in care. There were 80,721 placements open 17+ months. Next, we excluded the 8,596 cases with missing permanency goal information. This left 72,125 cases. Of these cases, 14,614 cases had reunification goals at 17 months. We then divided 14,614 by 72,125 to get a ratio of 20.3%. We computed the benchmark by subtracting 20.3% from 100% to get 79.7%. We used this approach because all the cases that do not have a reunification goal have another permanency goal recorded in the CWS/CMS.

**Frequency of Measurement:** Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.

**Determination of Goal Achievement:** The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs  <b>(Cross-reference to Permanency Outcome 1, Items 8 ,9,&amp; 10; Systemic</b></p>	<ul style="list-style-type: none"> <li>CDSS will use C-CFSR data to identify high performing counties.</li> </ul>	<ul style="list-style-type: none"> <li>07/04</li> </ul>	<ul style="list-style-type: none"> <li>Using C-CFSR, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (06/04).</li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements (06/04).</li> <li>CDSS will develop a Promising Practices Guide, which will</li> </ul>

<p><b>Factor 2, Item 28)</b></p>	<ul style="list-style-type: none"> <li>CDSS will provide technical assistance to three high priority counties per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>09/04</li> </ul> <p><u>Co. / Dates</u></p> <p>1-3: 09/04  4-6: 12/04  7-9: 03/05  10-12: 06/05</p>	<p>include model procedures, systems and practices (07/04).</p> <p><b>Technical assistance cycle</b></p> <ul style="list-style-type: none"> <li>Using C-CFSR (Matrix 3A &amp; 3C) data, CDSS will identify a list of all high priority counties (06/04).</li> <li>From the high priority list, CDSS will select three counties that will receive technical assistance (06/04).</li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze the three high priority county's current procedures, policies, systems and practices (06/04).</li> <li>In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (07/04).</li> <li>CDSS staff will provide written and onsite technical assistance, based on each specific county's assessed needs and gaps, during the implementation of the county action plans. (09/04).</li> <li>Each quarter, three new high priority counties will be selected</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor and document the implementation.</li> <li>• CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 04/04</li> </ul>	<p>for each technical assistance cycle (12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <li>• CDSS will track county outcome improvement data from the C-CFSR and implementation of their action plans and report quarterly beginning 12/04. (06/05)</li> <li>• Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (12/04, 03/05, 06/05).</li> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03).</li> <li>• Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03)</li> <li>• In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and</li> </ul>
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	<ul style="list-style-type: none"> <li>• Los Angeles will implement concurrent planning.</li> <li>• CDSS will monitor and document the implementation of concurrent planning in Los Angeles County</li> </ul>	<ul style="list-style-type: none"> <li>• 04/04</li> <li>• 06/05</li> </ul>	<p>timeframes for improving concurrent planning.(09/03)</p> <ul style="list-style-type: none"> <li>• Los Angeles County will develop and implement training for FR staff. (10/03).</li> <li>• CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04)</li> <li>• Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04)</li> <li>• Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.)</li> <li>• Based on C-CFSR quarterly reports, CDSS, will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05)</li> <li>• CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been</li> </ul>
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			provided (09/04, 12/04, 03/05, 06/05).
<p>2. The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. <b>(Cross reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28)</b></p>	<ul style="list-style-type: none"> <li>• The CDSS will seek technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues.</li> <li>• The CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been foster care for 15 of the most recent 22 months.</li> <li>• The new strategies will be implemented statewide.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li> <li>• 03/04 (subject to approval by the Judicial Council)</li> <li>• 06/04</li> </ul>	<ul style="list-style-type: none"> <li>• The CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (09/03).</li> <li>• The National Child Welfare Resource Center on Legal and Judicial issues will provide training to all judges on current law regarding TPR (11/03).</li> <li>• Workgroup convenes (01/04).</li> <li>• Workgroup develops strategies, CDSS, with county input, and conducts CWS/CMS system analysis. (03/04)</li> <li>• CDSS will issue an ACL incorporating any initial instructions for implementing the strategies, including any countywide level staff training instructions, procedures and approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. ACL will instruct counties to ensure all</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will monitor implementation of strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>staff and supervisors be trained on any changes within 30 days of receipt of letter. (06/04)</p> <ul style="list-style-type: none"> <li>• CDSS will track quarterly the numbers of children receiving timely TPR and who have compelling reasons documented in order to ensure county implementation of this law and policy change (06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>
<p>3. The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)</b></p>	<ul style="list-style-type: none"> <li>• CDSS will review statutory issues and develop strategy.</li> <li>• Submit proposed legislation.</li> <li>• Implement statewide through ACLs and regulation processes, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• 05/04</li> <li>• 06/04</li> <li>• 01/05 (assumes legislation passes on 10/04)</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04)</li> <li>• Review implications of change with California Welfare Directors Association, Chief Probation Officers of California and the Judicial Council.</li> <li>• CDSS complete fiscal analysis (05/04)</li> <li>• Introduced language (06/04)</li> <li>• CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (10/04).</li> <li>• CDSS will draft, with County input, an implementing ACL incorporating necessary initial</li> </ul>

			<p>implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (01/05)</p> <ul style="list-style-type: none"> <li>• CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05).</li> <li>• CDSS will incorporate this change into statewide training curriculum (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33)</li> <li>• CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate. (01/05) (Note-implementation will be delayed if changes to the CWS/CMS require Federal IT approval)</li> <li>• CDSS will begin regulation change process. (01/05) (regulation changes take approximately nine months-ACL remains in force during the</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will monitor the implementation of law change.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>interim time period).</p> <ul style="list-style-type: none"> <li>• Through CWS/CMS, CDSS will track the counties permanency rates and data on staff training data to ensure county implementation and assess impact of this law and policy change.(3/05, 6/05)</li> </ul>
4. The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals.	<ul style="list-style-type: none"> <li>• CDSS will study the feasibility of various measurement options.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</li> <li>• CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</li> <li>• CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</li> </ul>

Program Contact(s)

**Action Steps #1,2 & 3**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Steps #4**

Mary Tran  
 Data Analysis and Publications Branch  
 (916) 653-3850

**Permanency Outcome 1, Item 8**

**Improvement Goal:** California's goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.

**Measurement Method:** Progress will be measured using AFCARS data that calculate the percent of children who were reunified in less than 12 months from the latest removal. Progress also will be measured quarterly using the C-CFSR data indicators related to exits from foster care, including to reunification (C-CFSR measure 3A). In addition, we will track quarterly progress in implementing all action steps.

**Frequency of Measurement:** Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.

**Determination of Goal Achievement:** The goal will be achieved when California's performance in this area has improved by four percentage points and by the completion of all action steps.

Action Steps	Benchmarks	Dates of Completion	Tasks
1. The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. <b>(Cross-reference Permanency Outcome 1, Items 7, 9 &amp; 10; Systemic Factor 2, Item 28)</b>			
2. The CDSS, with the Judicial Council, will propose legislation to include			

<p>language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. <b>(Cross-reference to Permanency Outcome 1, Item 5)</b></p>			
<p>3. The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.</p>	<ul style="list-style-type: none"> <li>• CDSS will issue ACL.</li>   <li>• CDSS will provide targeted training and monitor improvement in quality of data.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li>   <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03).</li> <li>• CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03).</li> <li>• CDSS will review CWS/CMS data fields to identify counties who still have difficulty completing case closure dates and reasons, and provide additional targeted training (12/03).</li> <li>• CDSS will document improvement in impacted CWS/CMS data elements and</li> </ul>

			the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).
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Program Contact(s):

**Action Steps # 1-3**

Patricia Aguiar  
Child and Youth Permanency Branch  
(916) 651-7464

**Permanency Outcome 1, Item 9**

**Improvement Goal:** California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.

**Measurement Method:** Progress will be measured using AFCARS data for all children who exited care to a finalized adoption in less than 24 months. Progress will also be measured quarterly using the C-CFSR data indicators (see C-CFSR matrix 3D & 3A) related to length of time to achieve adoption. In addition, we will track quarterly progress in implementing all action steps.

**Frequency of Measurement:** Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.

**Determination of Goal Achievement:** The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
1 The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. <b>(Cross-reference to Permanency Outcome 1, Items 7, 8 &amp; 10; Systemic Factor 2, Item 28)</b>			
2. CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive	<ul style="list-style-type: none"> <li>Los Angeles County will implement its' 2003 Adoption Initiative.</li> </ul>	<ul style="list-style-type: none"> <li>04/04</li> </ul>	<ul style="list-style-type: none"> <li>LA County Adoption cases will be redistributed to remain with the case carrying worker to free up</li> </ul>

<p>2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies.</p>			<p>adoption workers to complete adoptions beginning 08/03. (04/04)</p> <ul style="list-style-type: none"> <li>• As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</li> <li>• Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</li> <li>• Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</li> <li>• Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</li> <li>• Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance as needed, and report through quarterly reports.</li> <li>• CDSS will monitor progress of LA adoption's initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA county adoption Initiative beginning 12/03. (06/05)</li> <li>• CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)</li> </ul>
<p>3. The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. <b>(Cross-</b></p>			

<p>reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p>			
<p>4. The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. <b>(Cross-reference to Permanency Outcome 1, Items 7; Systemic Factor 2, Item 28)</b></p>			
<p>5. CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs <b>(Cross-reference to Systemic Factor 2, Item 28; and Systemic Factor 7, Item 44.)</b></p>	<ul style="list-style-type: none"> <li>• Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP.</li> <li>• Will issue ACIN clarifying existing state statute and policy.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li> <li>• 09/03</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03)</li> <li>• CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will provide technical assistance and monitor improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)</p> <ul style="list-style-type: none"> <li>• CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</li> <li>• CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05).</li> <li>• CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
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<p>6. The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. <b>(Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37)</b></p>			
<p>7. The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. <b>(Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)</b></p>	<ul style="list-style-type: none"> <li>• Develop requirements and competencies for supervisors</li>   <li>• Develop a common core curriculum for supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• 09/04</li>   <li>• 03/05</li> </ul>	<ul style="list-style-type: none"> <li>• CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (09/04)</li> <li>• Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (06/04)</li> <li>• The supervisor competencies will be revised and finalized</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitor the implementation of supervisor training to the common core curriculum</li> <li>• Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul>	<p>(09/04)</p> <ul style="list-style-type: none"> <li>• CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that reflects the supervisory competencies and (03/05)</li> <li>• CDSS will instruct counties via ACL that all new child welfare supervisors must be trained to the new common core curriculum, effective 03/05</li> <li>• CDSS will report quarterly on completion of tasks and number of supervisors trained. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> <li>• CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and</li> </ul>
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			<p>presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <ul style="list-style-type: none"><li>• CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</li><li>• CDSS will issue an ACL that requires that all supervisors receive the training in new initiatives and practice changes (12/03)</li></ul>
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	<ul style="list-style-type: none"> <li>• Develop and implement a common core curriculum for line staff.</li> </ul>	<ul style="list-style-type: none"> <li>• 01/05</li> </ul>	<ul style="list-style-type: none"> <li>• Each county will be required to train at least 25% of its supervisors each quarter to assure completion of this training by 12/04.</li> <li>• CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/ 04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> <li>• In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child</li> </ul>
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	<ul style="list-style-type: none"> <li>• Monitor the implementation of line worker training to the common core curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>welfare workers (03/04)</p> <ul style="list-style-type: none"> <li>• CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units using various means, including ACIN, training for trainers, including specific sessions with training staff in Los Angeles, discussions with CWDA, etc. (06/04)</li> <li>• Counties will field test the curriculum and provide feedback for any needed revisions. (09/04)</li> <li>• CDSS will issue instructions via ACL that all new child welfare workers must be trained to the common core curriculum, effective (01/05)</li> <li>• CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in</li> </ul>
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			the common curriculum. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)
8. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</b>	<ul style="list-style-type: none"> <li>• Develop training materials and curriculum.</li> <li>• Deliver training to all new and existing child welfare and probation supervisors.</li> <li>• CDSS will monitor implementation of this training</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> <li>• 12/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors including good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</li> <li>• Training provided to all new supervisors and existing supervisors beginning 12/03. (12/04)</li> <li>• CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>

<p>9. The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. <b>(Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</b></p>	<ul style="list-style-type: none"> <li>• Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.</li>   <li>• The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.</li>   <li>• CDSS will monitor completion of regional training.</li> </ul>	<ul style="list-style-type: none"> <li>• 08/03</li>   <li>• 06/04</li>   <li>• 06/04</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot Training session to 30 CDSS staff (05/03)</li> <li>• Pilot Training session to 1 County hosted by a tribe for 30 people.(06/03)</li> <li>• Pilot Training sessions at annual ICWA Conference for 20 people (07/03)</li> <li>• In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03)</li>   <li>• Regional training centers develop curricula for ICWA training (01/04)</li> <li>• Deliver five ICWA regional training sessions beginning 01/04. (06/04)</li>   <li>• CDSS will track numbers trained at regional training sessions and review completed training</li> </ul>
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			assessments (06/04).
<p>10. The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment <b>(Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</b></p>	<ul style="list-style-type: none"> <li>• Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed.</li> <li>• Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/03</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• The concept of “fairness and equity” is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning). (completed 5/02 – see attached definition and decision matrix)</li> <li>• Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child</li> </ul>

	<ul style="list-style-type: none"> <li>• Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided.</li> <li>• CDSS will monitor statewide implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• 02/04</li> <li>• 06/05</li> </ul>	<p>Welfare beginning 09/03. (06/05)</p> <ul style="list-style-type: none"> <li>• County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)</li> <li>• With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</li> <li>• Strategies for ensuring fairness and equity into key decision points will be implemented by ACL (01/04)</li> <li>• Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and on the CDSS web site. (02/04)</li> <li>• CDSS will track implementation by monitoring number of</li> </ul>
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			<p>counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)</p> <ul style="list-style-type: none"> <li>• CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
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Program Contact(s):

**Action Steps # 1-6**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Steps # 10**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Action Steps # 7, 8 & 9**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Permanency Outcome 1, Item 10**

**Improvement Goal:** We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points by June 30, 2005.

**Measurement Method:** We calculate the baseline using calendar year 2002 data. The cohort represents the number of children in placements any time during 2002. The time in care calculation uses the placement end date, or 12/31/02, for open placements. We then calculate the ratio of children who have a goal of long term foster care to the total number of children in placements for the relevant period. There were 66,665 children in care for 2 years or more. We excluded 6,531 children with missing goal information for a total of 60,134 children with complete goal information. There were 24,013 children with long-term foster care goals out of the 60,134 placements open 2 or more years. We then divided 24,013 by 60,134 to get a ratio of 39.9%.

**Frequency of Measurement:** Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points.

**Determination of Goal Achievement:** The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps.

Action Steps	Benchmarks	Dates of Completion	Tasks
1. The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. <b>(Cross-reference to Permanency Outcome 1, Items 7, 8 &amp; 9; Systemic Factor 2, Item 28)</b>			
2 The CDSS will develop a legislative			

<p>proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</b></p>			
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Program Contact(s):

**Action Steps # 1 & 2**

Patricia Aguiar  
Child and Youth Permanency Branch  
(916) 651-7464

**Permanency Outcome 2, Item 14**

**Improvement Goal:** We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005

**Measurement Method:**

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: foster parents and foster caregivers for children in out-of-home placements.
- Survey includes a set of questions about whether the child had contact during the current placement with: extended family members, friends, community of faith, groups related to racial heritage, and after school activities. If the child is American Indian, the survey will ask a subset of additional questions.
- Calculation of performance measure: A score will be computed, giving one point for each connection maintained (Possible range 1 to 5). A score of 3 or higher indicates successful preservation of primary connections.

**Frequency of Measurement:** Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
1. The CDSS will provide technical (The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team			

<p>review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. <b>(Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 7, Item 44)</b></p>			
<p>2. The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into training curricula.</p>	<ul style="list-style-type: none"> <li>• Convene a workgroup of State, regional training academy and tribal staff to make recommendations on ways that tribal voice and involvement can be integrated into training curricula.</li> <li>• Implement recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will convene the workgroup to identify issues and develop recommendations. (12/04)</li> <li>• CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05)</li> <li>• Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05).</li> </ul>

<p>3. The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. <b>(Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</b></p>			
<p>4. The CDSS will review policies and procedures with foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals.</p>	<ul style="list-style-type: none"> <li>• The CDSS will conduct a review of existing policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will review current foster family agency and group home policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (09/04)</li> </ul>

	<ul style="list-style-type: none"> <li>• The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections.</li> <li>• The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections.</li> <li>• CDSS will monitor changes in facility policies and provide technical assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/04</li> <li>• 01/05</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to train facility staff to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04).</li> <li>• CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05)</li> <li>• CDSS will track changes in policies through the Group Home/ FFA Rate approval process, by reviewing facility policies and procedures .to document implementation of</li> </ul>
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			<p>policy and procedure changes by foster family agencies, group home providers beginning 03/05. (06/05)</p> <ul style="list-style-type: none"> <li>• CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05).</li> </ul>
<p>5. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b></p>	Field-tested survey is implemented	7/15/2003	<ul style="list-style-type: none"> <li>• Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03)</li> <li>• Finalize agreement with interviewing service (6/03)</li> <li>• CDSS will complete draft questionnaire for use in telephone survey (6/03)</li> <li>• CDSS will provide listing of sample telephone numbers to interview service (7/03)</li> <li>• Interview Service will field test the questionnaire and work with CDSS to revise as needed (7/03)</li> </ul>
<p>6. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS</p>	Baseline results and related documentation are submitted to Region IX	10/15/2003	<ul style="list-style-type: none"> <li>• Interview service will start the interviewing (7/15/03)</li> <li>• Interview service submits to CDSS (RADD) the cleaned data</li> </ul>

<p>and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b></p>			<p>file for interviews completed 7/15/03 to 8/15/03 (9/15/03)</p> <ul style="list-style-type: none"> <li>• RADD staff analyze data to produce outcome measures, as defined in PIP (10/01/03)</li> <li>• RADD staff prepare draft baseline report, including outcome measures and supporting documentation (10/5/03)</li> <li>• Draft report is reviewed and revised as needed (10/10/03)</li> <li>• Baseline report is submitted to Region IX (10/15/03)</li> </ul>
<p>7. Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b></p>	<p>Mid-PIP (Year 1) results and related documentation are submitted to Region IX</p>	<p>6/30/2004</p>	<ul style="list-style-type: none"> <li>• Interview service will start the interviewing (12/30/03)</li> <li>• Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (5/30/04)</li> <li>• RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/04)</li> <li>• RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/04)</li> <li>• Draft report is reviewed and revised as needed (6/25/04)</li> <li>• Baseline report is submitted to Region IX (6/30/04)</li> </ul>

<p>8. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report.  <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b></p>	<p>Final (Year 2) results and related documentation are submitted to Region IX</p>	<p>6/30/2005</p>	<ul style="list-style-type: none"> <li>• Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (5/30/05)</li> <li>• RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/05)</li> <li>• RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/05)</li> <li>• Draft report is reviewed and revised as needed (6/25/05)</li> <li>• Baseline report is submitted to Region IX (6/30/05)</li> </ul>
<p>9. CDSS will study and report on the feasibility of surveying older youth in in- or out-of-home placements.</p>	<ul style="list-style-type: none"> <li>• CDSS will study the feasibility of a survey of older youth.</li> <li>• CDSS will include in the next quarterly report the results of our exploration into interviewing older youth.</li> </ul>	<ul style="list-style-type: none"> <li>• 07/03</li> <li>• 09/03</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will discuss with the CYC strategies for conducting this survey. (06/03)</li> <li>• CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth (06/03).</li> <li>• CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03).</li> <li>• CDSS will contact the California Health and Human Services Agency Committee for the Protection of Human Subjects</li> </ul>

			<p>to determine their requirements for interviewing minors (08/03).</p> <ul style="list-style-type: none"> <li>• CDSS will provide written results of the conversations with and analyses from those identified above (09/03).</li> </ul>
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Program Contact(s):

**Action Steps # 1 & 4**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Step # 2**

Marilyn Delgado  
 Tribal Governmental Affairs  
 (916) 657-2027

**Action Step # 3**

Nina Grayson  
 Child Protection & Family Support Branch  
 (916) 445-2777

**Action Steps # 5, 6, 7, 8, & 9**

Mary Tran  
 Data Analysis & Publications Branch  
 (916) 653-3850

**Well-Being Outcome 1, Item 17**

**Improvement Goal:** We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.

**Measurement Method:**

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: For FM case: parent. For FR case: parent as well as foster parent/caregiver. For PP case: foster parent.
- Survey includes a set of parallel questions for each of the parents/foster parents and relevant children in the family.

Calculation of performance measure: CDSS will calculate two performance measures: (1) Assessment percentage (number of persons receiving assessment divided by the number of persons identified as case/family members) and (2) a Services percentage (number of persons receiving services divided by number of persons assessed).

**Frequency of Measurement:** Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and</p>			

<p>child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. <b>(Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 7, Item 44)</b></p>			
<p>2. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</b></p>	<ul style="list-style-type: none"> <li>• Develop training materials and curriculum.</li> <li>• Deliver to all new and existing child welfare and probation supervisors.</li> <li>• CDSS will monitor implementation of this training</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> <li>• 06/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors good case planning practice including involvement of all family members in case planning and need for parent visiting. (12/03)</li> <li>• Training provided to all new supervisors and existing supervisors beginning 12/03. (06/04)</li> <li>• CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>

<p>3. The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)</b></p>	<ul style="list-style-type: none"> <li>• Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)</li> <li>• Submit legislative proposal.</li> <li>• If legislation passes, implement statewide through ACLs and regulation processes, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• 04/03</li> <li>• 05/03</li> <li>• 09/03 (assumes 07/1/03 passage)</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03).</li> <li>• CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03).</li> <li>• CDSS included language in budget trailer bill (05/03)</li> <li>• CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</li> <li>• CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</li> <li>• CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will incorporate into training program.</li> <li>• CDSS will monitor implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> <li>• 06/05</li> </ul>	<p>provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <ul style="list-style-type: none"> <li>• CDSS will begin regulation change process (09/03).</li> <li>• CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03)</li> <li>• CDSS will track the training of county staff and will review county procedures to ensure they re updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</li> </ul>
<p>4. The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. <b>(Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 &amp; 4; Systemic Factor 5, Item 36)</b></p>			
<p>5. The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by</p>			

<p>the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. <b>(Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>			
<p>6. The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties.</p>			

<p><b>(Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36)</b></p>			
<p>7. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.</b></p>			
<p>8. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected</p>			

<p>(questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.</b></p>			
<p>9. Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.</b></p>			
<p>10. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			

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Program Contacts:

**Action Step #1**

Patricia Aguiar  
Child and Youth Permanency Branch  
(916) 651-7464

**Action Steps # 2, 3, & 6**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

**Action Steps # 4 & 5**

Eileen Carroll  
Stakeholders Project  
(916) 657-1648

**Action Steps # 7, 8, 9 & 10**

Mary Tran  
Data Analysis & Publications Branch  
(916) 653-3850

**Well- Being Outcome 1, Item 18**

**Improvement Goal:** We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.

**Measurement Method:**

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: parents and foster parents/caregivers for children in both in-home and out-of-home placements.
- Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which case plan was discussed at all. (2) Where the plan was discussed, the percentage discussed with (a) interviewee, (b) interviewee and case child.

**Frequency of Measurements:** Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. <b>(Cross-reference to Systemic Factor 2, Item 25)</b></p>	<ul style="list-style-type: none"> <li>• Promising practices of high performing counties will be identified and documented.</li> <li>• ACIN will be issued.</li> <li>• CDSS will monitor to assess improved family engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/03</li> <li>• 09/03</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (06/03).</li> <li>• Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03).</li> <li>• CDSS will document the successful practices and issue them as an ACIN to counties. (09/03).</li> <li>• CDSS will track improvement through the survey to ensure that children and families are</li> </ul>

	<ul style="list-style-type: none"> <li>• Changes to the statewide curriculum will be incorporated.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li> </ul>	<p>engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05.</p> <ul style="list-style-type: none"> <li>• CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04)</li> </ul>
<p>2. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. <b>(Cross reference to Safety Outcome 1, Item 2b;</b></p>			

<p><b>Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 7, Item 44)</b></p>			
<p>3. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs. <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 4, Item 32)</b></p>			
<p>4. The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the</p>			

<p>CDSS will implement statewide. <b>(Cross-reference to Well-Being Outcome 1, Items 17 &amp; 18; Systemic Factor 2, Item 25)</b></p>			
<p>5. The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. <b>(Cross-reference to Systemic Factor 2, Item 25)</b></p>	<ul style="list-style-type: none"> <li>• The CDSS will convene a workgroup to include CYC, the CWDA and the CPOC to develop strategies to integrate youth voice.</li> <li>• CDSS will implement the strategies statewide through ACLs and/or regulation processes, as needed.</li> <li>• Training curriculum will be updated.</li> <li>• CDSS will monitor involvement of youth</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> <li>• 06/04</li> <li>• 07/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will convene the workgroup. (12/03)</li> <li>• The workgroup will develop strategies to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process. (12/03)</li> <li>• CDSS will implement the strategies statewide through an ACL or through regulations for county level changes. (06/04)</li> <li>• CDSS will incorporate changes into statewide training curriculum. (07/04)</li> <li>• CDSS will track and document implementation of youth involvement through the survey. Surveys will be conducted in 09/03, 06/04, and 06/05.</li> </ul>
<p>6. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed</p>			

<p>in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>7. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2,</b></p>			

<p><b>Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>8. Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>9. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			

Program Contact(s):

**Action Steps # 1, 3, 4 & 5**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

**Action Step # 2**

Patricia Aguiar  
Child and Youth Permanency Branch  
(916) 651-7464

**Action Steps # 6, 7, 8 & 9**

Mary Tran  
Data Analysis and Publications Branch  
(916) 653-3850

### Well- Being Outcome 1, Item 20

**Improvement Goal:** (1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.

(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.

(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.

**Measurement Method:**

For all three goals we will use the following approach:

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: parents for children in FM and FR service components.

(1):

- Survey includes three items to measure this. These questions ask about the number of actual visits during the last two months, whether the SW established a regular visiting schedule, and, if so, how many visits were in the SW's schedule during the last two months.

(2):

- Survey includes one item to measure this: "Did the social worker help you become a better parent?" Yes / No
- Calculation of performance measure: A "yes" indicates that social worker visits promoted safe parenting.

(3):

- Survey includes two items to measure this:
  - A. " Did your social worker talk with you about what you need to do to get your children back?" Yes / No
  - B. If yes: Interviewee will indicate which services were received from a pick list of services.
  - If no: Interviewee will be asked choose from a pick list of barriers to services, including child care, transportation, and others.

Calculation of performance measure: A "yes" indicates that social worker visits promoted parent's ability to meet case plan goals. For program planning purposes, the lists of services and barriers will be analyzed to identify substantive issues.

**Frequency of Measurements:** Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 &amp; 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</b></p>			
<p>2. The CDSS, through the Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Items 2A&amp; 2B; Safety Outcome 2, Items</b></p>			

<b>3 &amp; 4; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 37)</b>			
<p>3. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>4. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Permanency Outcome 2, item 14, Well-</b></p>			

<p><b>Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>5. Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			
<p>6. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</b></p>			

Program Contact(s):

**Action Step # 1**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

**Action Step # 2**

Eileen Carroll  
Stakeholders Project  
(916) 657-1648

**Action Steps # 3, 4, 5 & 6**

Mary Tran  
Data Analysis & Publications Branch  
(916) 653-3850

**Well-Being Outcome 2, Item 21**

**Improvement Goal:** We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.

**Measurement Method:**

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: parents **and foster parents/caregivers for all children in the home, under age 18, in both in-home and out-of-home placements.**

Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which educational needs were assessed at all. (2) Percentage of children with educational needs who received services.

**Frequency of Measurement** Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28;</b></p>			

Systemic Factor 4, Item 32)			
<p>2. The CDSS will issue an All County Letter (ACL), which instructs counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan.</p>	<ul style="list-style-type: none"> <li>• CDSS will issue ACL.</li>   <li>• CDSS will provide technical assistance.</li>   <li>• CDSS will monitor counties to ensure that all county case carrying staff received training.</li> </ul>	<ul style="list-style-type: none"> <li>• 03/04</li>   <li>• 04/04</li>   <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will draft an ACL instructing counties to ensure educational needs for all children in the home are assessed and to document in the case plan (03/04)</li> <li>• CDSS will work with the Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum include elements addressing assessing educational needs of all children in the home. (03/04)</li> <li>• CDSS will provide written TA to ensure existing county case carrying staff receive training on assessing educational needs of all children in home (04/04)</li> <li>• CDSS will track county training records to ensure training is delivered to staff (07/04).</li> <li>• CDSS will review county operating procedures to ensure appropriate instructions are in place. A copy of county procedures will be maintained at CDSS. CDSS will report quarterly on staff compliance with case planning policies and</li> </ul>

			procedures (09/04, 12/04, 03/05, 06/05).
3. The CDSS, including Cal WORKS and Cal Learn staff, will work with the California Department of Education to develop protocols for counties and local school districts to implement to improve educational services to children with identified needs.	<ul style="list-style-type: none"> <li>The CDSS will convene a workgroup to develop protocols and strategies.</li> <li>CDSS will implement statewide through ACLs and regulation processes, as needed.</li> <li>CDSS will monitor implementation of education service protocols.</li> </ul>	<ul style="list-style-type: none"> <li>06/04</li> <li>09/04</li> <li>06/05</li> </ul>	<ul style="list-style-type: none"> <li>CDSS will convene workgroup. (03/04)</li> <li>Workgroup will develop protocols and strategies to improve educational services for children. (06/04)</li> <li>CDSS will develop and issue an ACL, or regulations, to support development of protocols at county level, ACL will contain implementation instruction and model protocols for use with local school districts. (09/04)</li> <li>CDSS will provide T/TA to counties as they begin developing protocols with local education agencies (09/04)</li> <li>CDSS will report quarterly on the number of education protocols implemented. (12/04, 03/05, 06/05)</li> </ul>
4. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county			

<p>program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</b></p>			
<p>5. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</b></p>			
<p>6. Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include</p>			

<p>completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</b></p>			
<p>7. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</b></p>			

Program Contact(s):

**Action Steps # 1, 2, & 3**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 653-3850

**Action Steps # 4, 5, 6 & 7**

Mary Tran  
 Data Analysis and Publications Branch  
 (916) 445-2777

**Well-Being Outcome 3, Item 23**

**Improvement Goal:** We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.

**Measurement Method:**

- Data collection method: Telephone survey using structured questionnaire. Items on the survey to be developed and reviewed in conjunction with Region IX.
- Population to be interviewed for this item: parents and foster parents/caregivers for children attending school, in both in-home and out-of-home placements.

Calculation of performance measure: CDSS will calculate: (1) Percentage of cases in which mental health needs were assessed at all. (2) Percentage of children with mental health needs who received services

**Frequency of Measurement:** Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.

**Determination of Goal Achievement:** This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases.</p>	<ul style="list-style-type: none"> <li>• CDSS will issue ACL.</li> </ul>	<ul style="list-style-type: none"> <li>• 05/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04)</li> <li>• CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04)</li> <li>• CDSS will provide written TA to</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will monitor training and delivery of services.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04)</p> <ul style="list-style-type: none"> <li>• CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05)</li> <li>• CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05).</li> </ul>
<p><b>2.</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20;</b></p>			

<p><b>Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</b></p>			
<p>3. The CDSS will work with the State Department of Mental Health, County Welfare Directors Association, County Probation Officers Association and County Mental Health Directors Association to improve and expand access to mental health services. In addition, the CDSS will use this work group to improve access to data from the mental health system to ensure that children in in-home cases are linked to the system.</p>	<ul style="list-style-type: none"> <li>• Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records.</li> <li>• Issue ACL guidelines on successful strategies for connecting families with mental health.</li> <li>• Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/04</li> <li>• 03/04</li> <li>• 06/04</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a data plan proposal within the existing interagency CDSS - DMH data team to improve access to data. (06/04)</li> <li>• Determine costs/approval requirements necessary to implement data sharing proposal. (09/04)</li> <li>• Identify funding source. (12/04)</li> <li>• CDSS in partnership with counties, local and state mental health, youth and providers will develop a guide on successful strategies (03/04).</li> <li>• Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed. beginning 6/03 (6/05).</li> <li>• Los Angeles County DCFS and</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will monitor and provide TA to Los Angeles</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03).</p> <ul style="list-style-type: none"> <li>• Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).</li> <li>• CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. ( 6/03)</li> <li>• CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>
<p>4. Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey</p>			

<p>results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</b></p>			
<p>5. Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</b></p>			
<p>6. Mid-PIP Survey Results. The same</p>			

<p>methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</b></p>			
<p>7. End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</b></p>			

Program Contact(s):

**Action Steps # 1, 2 & 3**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Steps # 4, 5, 6 & 7**

Mary Tran  
 Data Analysis and Publications Branch  
 (916) 653-3850

**Systemic Factor 2, Item 25**

**Improvement Goal:** We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.

**Measurement Method:** We will measure improvements in our case review process by measuring increases in the use of the Family to Family program, which emphasizes family engagement in the case planning. We also intend to capture qualitative information on county practice using our C-CFSR Peer Quality Case Review process. Together, these measures provide qualitative information on improved practice in family engagement in case planning to accomplish case plan goals.

**Frequency of Measurement:** The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process.

**Determination of Goal Achievement:** The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Dates of Completion</b>	<b>Tasks</b>
<p>1. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32)</b></p>			

<p>2. The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. <b>(Cross-reference to Well-Being Outcome 1, Item 18)</b></p>			
<p>3. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. <b>(Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being</b></p>			

<b>Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b>			
4. The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. <b>(Cross-reference to Well-Being Outcome 1, Item 18)</b>			
5. The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Well-Being Outcome 1, Items 17, 18 &amp; 20)</b>			

Program Contact(s):

**Action Steps # 1, 2, 4 & 5**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Step # 3**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Systemic Factor 2, Item 28 (Revised July 16, 2003)**

**Improvement Goal:** We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points by 6-30-05.

**Measurement Method:** We calculated the baseline using calendar year 2002 data. This baseline calculation includes all children in the CWS/CMS system that had an open out-of-home placement on December 31, 2002. We calculated the length of stay during this period using the removal date. For those children with two or more removals, we used the earliest date of removal in our calculation to capture the cumulative time in care. We used March 1, 2001 for those placements that began 22 months before December 31, 2002 and the placement end date (or December 31, 2002 for those placements that had not ended at the end of the period). Using these cutoff dates, we looked backward from December 31, 2002 to identify the length of time these placements were open during this period. This produced 93,982 placements.

From this total, we subtracted certain placement settings; in care less than 17 months, relative placements, guardian placements, pre-adoptive placements, runaways, and trial home visits. After removing these cases, we had 27,890 placements (of which 24,963 did not have TPRs). To compute the baseline, we divided 24,963 by 27,890 to get 89.5 percent.

**Frequency of Measurement:** Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.

**Determination of Goal Achievement:** This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Dates of Completion</b>	<b>Tasks</b>
1. The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding TPR and concurrent planning. <b>(Cross-reference to Permanency Outcome 1, Items 7 &amp; 9)</b>			
2. The CDSS will identify high priority			

<p>(see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. <b>(Cross-reference to Permanency Outcome 1, Items 7, 8, 9 &amp; 10)</b></p>			
<p>3. The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. <b>(Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 &amp; 9; Systemic Factor 7, Item 44).</b></p>			
<p>4. CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless</p>			

<p>of age or special needs (<b>Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.</b>)</p>			
<p>5. The CDSS will provide technical (The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (<b>Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18 Systemic Factor 2, Item 25; Systemic Factor 7; Item 44</b>)</p>			
<p>6. As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and</p>			

<p>older children. Each county will develop a recruitment strategy as part of their plan. <b>(Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44)</b></p>			
<p>7. The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Permanency Outcome 1, Items 7 &amp; 10)</b></p>			
<p>8. The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. <b>(Cross-reference to Systemic Factor 7, Item 44)</b></p>			
<p>9. The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include</p>			

<p>provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide <b>(Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32)</b></p>			
<p>10. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32)</b></p>			
<p>11. The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR</p>			

<p>process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. <b>(Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</b></p>			
<p>12 The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</b></p>			

Program Contact(s):

**Action Steps # 1-8**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Steps # 9, 10, 11**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Step #12**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Systemic Factor 3, Item 31**

**Improvement Goal:** California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.

**Measurement Method:** This improvement goal was determined by State statute. We will track implementation of the C-CFSR system by completing at least 15 county, including Los Angeles, C-CFSR reviews by June 30, 2005. A complete C-CFSR review includes completing a county self-assessment, a system improvement plan, and a Peer Quality Case Review.

**Frequency of Measurement:** Implementation will be measured by completion of action steps and the number of county C-CFSR's. Progress will be reported quarterly.

**Determination of Goal Achievement:** This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.</p>	<ul style="list-style-type: none"> <li>Implement C-CFSR work plan developed in 04/03</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul>	<ul style="list-style-type: none"> <li>Outcome and Accountability workgroup developed comprehensive work plan (04/03).</li> <li>CDSS identify legislative and regulatory changes (05/03).</li> <li>CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):               <ul style="list-style-type: none"> <li>A. Manual for C-CFSR</li> <li>B. County Self-Assessment</li> <li>C. Performance Baselines</li> </ul> </li> </ul>

			<p>and Performance Standards</p> <p>D. Peer Quality Case Reviews  E. Interviews and Surveys  F. County SIP,  G. Quarterly Management Reports,  H. Post-SIP Approval and Monitoring Process</p> <ul style="list-style-type: none"> <li>• CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</li> <li>• CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</li> <li>• CDSS identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</li> <li>• CDSS conduct training on data management and analysis (08/03).</li> <li>• CDSS provide information to Counties through All County Letters/All County Informing Notices (08/03).</li> <li>• CDSS identify CWS/CMS enhancements (08/03).</li> </ul>
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	<ul style="list-style-type: none"> <li>• CDSS will train counties on the C-CFSR.</li> <li>• CDSS completes 1 ½ years of 1<sup>st</sup> C-CFSR 3 year cycle.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 06/05</li> </ul> <p><u>Co. / Dates</u></p> <p>1-3: 09/04  4-7: 12/04  8-11: 03/05  12-15: 06/05</p>	<ul style="list-style-type: none"> <li>• CDSS plan County training: sites, standardized materials, staffing, invitation letters, schedule (09/03).</li> <li>• CDSS test and complete tools and instruments (09/03).</li> <li>• CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual, (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</li> <li>• CDSS will continue to train counties through the life of the PIP. (06/05)</li> <li>• CDSS commences the first 3-year cycle (1/04).</li> <li>• Counties will conduct their initial self- assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by (09/04).</li> <li>• CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During</li> </ul>
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			<p>the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05)</p> <p>(Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).</p>
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Program Contact:

**Action Step # 1**

Wesley Beers  
 Children Services Operations and Evaluation Branch  
 (916) 445-3146

**Systemic Factor 4, Item 32**

**Improvement Goal:** We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.

**Measurement Method:** We will measure improvement in this goal by reporting on completion of action steps. (06/05)

**Frequency of Measurement:** Progress will be tracked quarterly.

**Determination of Goal Achievement:** This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how initial and on-going training is provided in the counties. <b>(Cross-reference to Systemic Factor 4, Item 33)</b></p>	<ul style="list-style-type: none"> <li>CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors</li> </ul>	<ul style="list-style-type: none"> <li>06/04</li> </ul>	<ul style="list-style-type: none"> <li>CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03)</li> <li>CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</li> <li>CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will assess effectiveness of training.</li> <li>• CDSS will monitor state training program.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/04</li> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)</li> <li>• The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (06/04)</li> <li>• In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of training that is aligned with the federal outcomes (12/04)</li> <li>• CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05)</li> </ul>
2. The CDSS will work with counties,			

<p>the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide.  <b>(Cross-reference to Permanency Outcome 1, Item 9)</b></p>			
<p>3. The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1,</b></p>			

<b>Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28)</b>			
<p>4. The CDSS will work with the regional training academies to ensure that child welfare managers and supervisors receive priority training, using standardized curricula, on evidence-based techniques for mentoring new and seasoned staff.</p>	<ul style="list-style-type: none"> <li>• CDSS will implement a mentoring component into supervisor training.</li>   <li>• CDSS will monitor the implementation of training for supervisors on their role as mentors.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li>   <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)</li>   <li>• CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (09/04)</li>   <li>• CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05)</li> </ul>
<p>5. The CDSS will work with the Resource Center for Family Focused Practice to ensure that relevant probation officers receive priority training on child welfare requirements including concurrent planning, and</p>	<ul style="list-style-type: none"> <li>• The existing curriculum for probation officers will be enhanced and updated.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to</li> </ul>

<p>visitation requirements and the TPR process.</p>	<ul style="list-style-type: none"> <li>• CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.</li> <li>• CDSS will monitor the provision of training to probation officers.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li> <li>• 06/05</li> </ul>	<p>include concurrent planning and visitation requirements and TPR. (09/03)</p> <ul style="list-style-type: none"> <li>• The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03)</li> <li>• The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</li> <li>• Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</li> <li>• Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption</li> </ul>
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			<p>services and financial assistance, and the TPR process (06/04).</p> <ul style="list-style-type: none"> <li>• The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</li> <li>• CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</li> </ul>
<p>6. The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. <b>(Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28;</b></p>			

<b>Systemic Factor 2, Item 32)</b>			
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Program Contact(s):

Action Steps #1-6

Nina Grayson

Child Protection and Family Support Branch

(916) 445-2777

**Systemic Factor 4, Item 33**

**Improvement Goal:** We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005.

**Measurement Method:** We will measure improvement in this goal by reporting on completion of action steps

**Frequency of Measurement:** Progress will be tracked quarterly.

**Determination of Goal Achievement:** This goal will be achieved when statewide minimum statewide training requirements for existing staff are in place.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. <b>(Cross-reference to Systemic Factor 4, Item 32)</b></p>			
<p>2. The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health of all children, both in-home and out-of-home.</p>	<ul style="list-style-type: none"> <li>• Develop requirements for annual ongoing training</li>   <li>• CDSS will implement training requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• 03/04</li>   <li>• 07/04</li> </ul>	<ul style="list-style-type: none"> <li>• CalSWEC and CDSS will draft requirements for ongoing training in consultation with the statewide training task force (09/03)</li>   <li>• CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)</li>   <li>• CDSS will issue instructions to</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitor the implementation of ongoing training requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>counties via ACL that all child welfare workers must meet the ongoing training requirements (06/04)</p> <ul style="list-style-type: none"> <li>• CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (07/04)</li> <li>• CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>
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Program Contact(s):

**Action Steps #1 &-2**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Systemic Factor 4, Item 34**

**Improvement Goal:** A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005.

**Measurement Method:** We will measure improvement in this goal by reporting on completion of action steps.

**Frequency of Measurement:** Progress will be tracked quarterly.

**Determination of Goal Achievement:** The goal will be met when a standard core curriculum is developed and all caregivers are trained.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will work with the counties, community colleges, and other children’s stakeholders to develop a standard core curriculum for all caregivers. This process will consider differing needs of different caregiver groups.</p>	<ul style="list-style-type: none"> <li>• The CDSS will convene a workgroup to identify and assess caregiver training needs, existing statewide caregiver training including, training curricula and delivery systems.</li> <li>• The CDSS, in conjunction with the workgroup, will conduct a comprehensive statewide survey of current caregiver training programs. The survey will include information from the Chancellor’s office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties.</li> </ul>	<ul style="list-style-type: none"> <li>• 09/03</li> <li>• 12/04</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS and the Chancellor’s Office will jointly identify members of the statewide caregivers training workgroup (09/03)</li> <li>• The workgroup will convene to develop the statewide survey and assessment (09/03)</li> <li>• The workgroup will convene to assess the survey information and begin the process of developing recommendations for the standard core curriculum and other training (12/03)</li> <li>• The CDSS will conduct a statewide caregiver training needs assessment. (03/04)</li> <li>• The CDSS will analyze and</li> </ul>

	<ul style="list-style-type: none"> <li>Standard Core Curriculum will be implemented for all caregivers.</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul>	<p>make recommendations as to any needed changes to caregiver training. (12/04)</p> <ul style="list-style-type: none"> <li>In consultation with the workgroup, CDSS will adopt a standard core curriculum, that includes the caregiver's role in good case planning, and will develop materials and a training plan for implementation by the counties and the community colleges (06/04)</li> <li>CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the curriculum (06/04)</li> <li>A minimum of three counties/community colleges will field test the standard core curriculum and provide feedback on any needed revisions (12/04)</li> <li>CDSS will instruct counties via ACL that all new caregivers must be trained to the standard</li> </ul>
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	<ul style="list-style-type: none"> <li>The CDSS will monitor the delivery of caregiver training.</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> </ul>	<p>core curriculum beginning (03/05)</p> <ul style="list-style-type: none"> <li>CDSS will provide written technical assistance to facilitate implementation of the core curriculum (3/05)</li> <li>In the first year of implementation, the state's goal will be to train at least 2,500 new caregivers statewide, using the new standard core curriculum. (6/05)</li> <li>The CDSS will report quarterly on the achievement of these tasks and the number of caregivers trained (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05)</li> </ul>
<p>2. Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.</p>	<ul style="list-style-type: none"> <li>The CDSS will provide technical assistance to help counties implement their plans.</li> <li>The CDSS will review and approve county plans after submittal and monitor implementation of the</li> </ul>	<ul style="list-style-type: none"> <li>06/05</li> <li>06/05</li> </ul>	<ul style="list-style-type: none"> <li>CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04)</li> <li>CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04)</li> <li>CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver</li> </ul>

	caregiver component.		component (09/04,12/04,03/05, 06/05)
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Program Contact(s):

**Action Steps #1 & 2**

Nina Grayson  
Child Protection and Family Support Branch  
(916) 445-2777

### Systemic Factor 5, Item 36

**Improvement Goal:** Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.

**Measurement Method:** As part of the C-CFSR, the County Self-Assessment will require all counties to identify service array practices, needs and issues. Subsequently, the C-CFSR SIPs will include strategies and actions counties will take to reduce those gaps. The CDSS will receive reports quarterly on county progress.

**Frequency of Measurement:** Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.

**Determination of Goal Achievement:** The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. <b>(Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 &amp; 4; Well-Being Outcome 1, Item 17)</b></p>			
<p>2. Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps <b>(Cross-reference to Systemic Factor 5, Item 37)</b></p>	<ul style="list-style-type: none"> <li>• All county Self Assessments will be complete by 06/04.</li> <li>• All county SIPs will be complete by 09/04.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/04</li> <li>• 09/04</li> </ul>	<ul style="list-style-type: none"> <li>• Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self-Assessment plans. (06/04)</li> <li>• CDSS will compile the promising practices deployed in high performing counties as identified in their Self-Assessments.</li> </ul>

	<ul style="list-style-type: none"> <li>• CDSS will monitor and document county progress in transferring promising practices.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>(07/04)</p> <ul style="list-style-type: none"> <li>• CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04)</li> <li>• High priority counties will include in their SIPs, actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)</li> <li>• CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</li> <li>• Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04,</li> </ul>
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			06/04, 09/04, 12/04, 03/05, 06/05)
<p>3. The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations.</p> <p><b>(Cross-reference to Systemic Factor 5, Item 37)</b></p>	<ul style="list-style-type: none"> <li>• Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• 10/03</li> </ul>	
<p>4. CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate</p>			

<p>priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. <b>(Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17)</b></p>			
<p>5. The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.</p>	<ul style="list-style-type: none"> <li>• A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.</li> <li>• An Evidence-Based Practice Clearinghouse and Advisory Body will be developed.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/03</li> <li>• 09/04</li> </ul>	

Program Contact(s):

**Action Steps # 1 & 5**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Action Steps # 2, 3 & 4**

Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Systemic Factor 5, Item 37**

**Improvement Goal:** Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.

**Measurement Method:** As part of the C-CFSR, the County Self-Assessment will require all counties to identify service array needs for youth and Native American and African American children, as well as individualized case plans. Subsequently, the C-CFSR SIPs will include strategies and actions counties will take to reduce those gaps. The CDSS will measure improvement in this goal by monitoring and documenting progress of county SIPs.

**Frequency of Measurement:** Progress will be tracked using the quarterly C-CFSR reports and completion of action steps.

**Determination of Goal Achievement:** The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.

Action Steps	Benchmarks	Dates of Completion	Tasks
1. The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Item 2A &amp; 2B; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20)</b>			
2. The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by			

<p>the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>			
<p>3. Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps. <b>(Cross-reference to Systemic Factor 5, Item 36)</b></p>			
<p>4. The CDSS will sponsor a Family Strengths Training Institute between the CDSS, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. <b>(Cross-reference to Systemic Factor 5, Item</b></p>			

36)			
5. The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. <b>(Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9)</b>			

Program Contact(s):  
**Action Steps # 1 & 2**  
 Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648

**Action Steps # 3 & 4**  
 Nina Grayson  
 Child Protection and Family Support Branch  
 (916) 445-2777

**Action Step # 5**  
 Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Systemic Factor 7, Item 42**

**Improvement Goal:** The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.

**Measurement Method:** CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy.

**Frequency of Measurement:** Progress will be reported quarterly

**Determination of Goal Achievement:** County and state staff receive consistent training and all action steps are complete.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The State has instituted a formal process for relative approvals.</p>	<ul style="list-style-type: none"> <li>• CDSS developed and implemented the relative approval assessment process.</li>   <li>• CDSS will monitor the</li> </ul>	<ul style="list-style-type: none"> <li>• 06/03</li>   <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02)</li> <li>• The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03)</li> <li>• CDSS issued ACL's and CFL's to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 &amp; 06/03)</li> <li>• CDSS is monitoring county</li> </ul>

	<p>effectiveness of county compliance with relative assessment criteria through long-term monitoring.</p>		<p>compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <ul style="list-style-type: none"> <li>• Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</li> <li>• Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</li> </ul>
<p>2. CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.</p>	<ul style="list-style-type: none"> <li>• Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02)</li> <li>• The CDSS contracted with subject matter experts to provide technical assistance to the Department and</li> </ul>

	<ul style="list-style-type: none"> <li>• Training will be provided to all newly hired state and county foster care licensing staff on the licensing/approval standards for foster family homes.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> </ul>	<p>counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes begin 6/03. (06/05)</p> <ul style="list-style-type: none"> <li>• CDSS conducted 31 statewide training sessions for county staff related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05)</li> <li>• CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</li> </ul>
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Program Contact:

**Action Steps # 1 & 2**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Systemic Factor 7, Item 44**

**Improvement Goal:** Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.

**Measurement Method:** Through the County System Improvement Plan component of the C-CFSR system, the State will ensure that each County has a recruitment plan that will result in the recruitment of caregivers that reflect the racial and ethnic diversity of children in care.

**Frequency of Measurement:** Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs.

**Determination of Goal Achievement:** The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.

Action Steps	Benchmarks	Dates of Completion	Tasks
<p>1. The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. <b>(Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1,</b></p>			

<p><b>Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 &amp; 28)</b></p>			
<p>2. The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. <b>(Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 &amp; 9; Systemic Factor 2, Item 28)</b></p>			
<p>3. The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. <b>(Cross-reference to Systemic Factor 2, Item 28)</b></p>			
<p>4. To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.</p>	<ul style="list-style-type: none"> <li>• Develop capacity to collect data.</li> </ul>	<ul style="list-style-type: none"> <li>• 12/03</li> </ul>	<ul style="list-style-type: none"> <li>• CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03)</li> <li>• Information will be collected</li> </ul>

	<ul style="list-style-type: none"> <li>• Collect race/ethnic information on foster and adoptive parents.</li> <li>• Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county.</li> <li>• CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care.</li> </ul>	<ul style="list-style-type: none"> <li>• 06/05</li> <li>• 09/04</li> <li>• 06/05</li> </ul>	<p>quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <li>• Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04)</li> <li>• CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05)</li> </ul>
<p>5. As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. <b>(Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28)</b></p>			

<p>6. The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. <b>(Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37)</b></p>			
<p>7. CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. <b>(Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.)</b></p>			

Program Contact(s):

**Action Steps # 1, 2, 3, 4, 5 & 7**

Patricia Aguiar  
 Child and Youth Permanency Branch  
 (916) 651-7464

**Action Step # 6**

Eileen Carroll  
 Stakeholders Project  
 (916) 657-1648