California's Child and Family Services Review
System Improvement Plan - 2010 Annual Update

County:	San Bernardino County
Responsible County Child Welfare Agency:	Department of Children's Services
Period of Plan:	2009-2012
Period of Outcomes Data:	Quarter ending: June 30, 2008
Date Submitted:	March 7, 2010

County Contact Person for County System Improvement Plan

Name:	Hope Henry
Title:	Child Welfare Services Manager, Department of Children's Services
Address:	860 East Gilbert Street, San Bernardino, CA 92415-0911
Fax:	(909) 387-7499
Phone & Email:	(909) 387-7628 hhenry@hss.sbcounty.gov

Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	DeAnna Avey-Motikeit, Director, Children and Family Services
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Michelle Scray, Chief Probation Officer
Signature:	

Board of Supervisors (BOS) Approval

BOS Approval Date:	BOS approval not required for Annual Update
Name:	
Signature:	

RECEIVED MAR 08 2010

California
Child and Family Services Review

San Bernardino County System Improvement Plan 2010 Annual Update

Submitted
March 7, 2010
by
Children and Family Services
and the Probation Department

Partners in Hope
SAN BERNARDINO COUNTY
CHILDREN AND FAMILY SERVICES

Table of Contents

	Page
CWS/PROBATION COVER SHEET • County Contacts and Signatures	1
TITLE PAGE	2
TABLE OF CONTENTS	3
INTRODUCTION	4
CWS/PROBATION NARRATIVE	8
CWS/PROBATION SIP MATRIX	14
CWS/OIP NARRATIVE	61
CAPIT/CBCAP/PSSF ANNUAL REPORT	61
ATTACHMENT A • OCAP 2009-2010 – Expenditure Summary – Explanation of Changes	63
ATTACHMENT B • OCAP Service Summary	64

Introduction

The **System Improvement Plan 2010 Annual Update** is a progress report issued by San Bernardino County to the California Department of Social Services (CDSS). The 2010 Annual Update describes the status of the County's efforts within the past year to achieve specific measurable improvements in performance, in order to improve outcomes for children, youth and families. The County's commitment to make these improvements within a defined timeframe is specified in the 2009-2012 System Improvement Plan.

The San Bernardino County **2009-2012 System Improvement Plan (SIP)** is the third component in the County's review, assessment, planning and improvement of its Child Welfare Services (CWS). The SIP was submitted to the State on March 7, 2009. The SIP was preceded by the **Comprehensive Self-Assessment (CSA)** report submitted to the State in November 2008. The CSA was conducted from March through October 2008 The CSA was preceded by the **Peer Quality Case Review (PQCR)** report which was submitted to the State in May 2008. The PQCR was conducted in March 2008.

The 2010 SIP Annual Update is in written form. The 2011 SIP Annual Update will be a verbal update given at the first of the 2011 Quarterly Data Monitoring Meetings between the County and CDSS. The status of the County's improvement efforts during the third year of the 2009-2012 SIP is not reported in a formal format to CDSS; however, the third year status informs the 2011 CSA and the 2012-2016 SIP.

This process occurs on a triennial cycle and operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting of program outcomes. This continuous triennial process is mandated by California Assembly Bill 636 (effective January 2004), which created the Child Welfare Services Outcomes and Accountability System, also known as the California Child and Family Services Review (C-CFSR).

This intensive examination allows the County to better understand its practices; policies and procedures; availability and effectiveness of its resources; and the nature of its service delivery. The County is able to identify strengths, barriers and challenges, and areas needing improvement.

The lead agencies for this process are San Bernardino County **Children and Family Services (CFS)** and the **Probation Department (Probation)**. Children and Family Services is responsible for outcomes in all areas related to children who are receiving child welfare Title IV-B and IV-E funded services. The Probation Department is responsible for outcomes related to foster children under its direct supervision that are receiving Child Welfare Services.

The **2009-2012 System Improvement Plan (SIP)** is the County's commitment to make **measurable improvement** in the four chosen performance **outcomes** areas. The SIP contains **improvement goals** for improving measured performance in each of these outcome areas. **Strategies** define the accomplishments necessary to reach an improvement goal. **Milestones** are the steps that will be taken to accomplish a strategy. **Timeframes** are established to provide chronological order and priority to the milestones. The SIP also **assigns responsibility** for completing the milestones. **STATUS** explains the progress made in Year I of the SIP. **METRIC** explains how the focus of the strategy will appear when it is fully implemented.

The **SIP Oversight Committee**, three **SIP Workgroups** (Reunification, Permanency, and Placement Stability) and other collaborators developed the three-year SIP and this first annual update. This participant structure remains in place to monitor and facilitate the implementation of the SIP strategies and progress toward achieving the milestones within the defined timeframes.

Members of the SIP Oversight Committee and the three SIP Workgroups are:

SIP Oversight Committee
Co-Chairperson - Avey-Motikeit, DeAnna CFS/Director (Children and Family Services)
Co-Chairperson - Benton, Holly Probation/Division Director II
Executive Secretary - Susko, Lynn CFS/Executive Secretary II
Stacie Burdue California Department of Social Services/ Child and Family Outcomes and Accountability Manager

Julie Cockerton CDSS/CF Analyst
Schertell, Mike Behavioral Health/Acting Deputy Director of Children and Youth Services
O'Handley, Roderick Program Development Division/Program Specialist I
Watkins, Kathy Legislation and Research Unit/Manager
Cross, Kelly LRU/Statistical Analyst
Wakcher, Sandra LRU/SA
Roland, Catherine Probation/Supervising Probation Officer
Wagner, Jeff CFS/Deputy Director of System Resources Division
Dollar, Norm CFS/Deputy Director of Placement Resources
Henry, Hope CFS/Child Welfare Services Manager
Texera, Jean CFS/CWSM
Jones, Joyce CFS/CWSM
Flint, Donna CFS/CWSM
Hagen, Marlene CFS/CWSM
Banton, Christa CFS/Supervising Social Services Practitioner
Cornell, Linda CFS/Supervising Social Services Practitioner
Harris, Jatori CFS/Peer and Family Assistant
Kaye, Jeffrey CFS/Social Services Practitioner
Lang-Townsend, Monique CFS/Supervising Social Services Practitioner
Loufek, Kristy CFS/SSP
Moore, Mia CFS/SSSP
Muga, Tony CFS/Staff Analyst II
Ragsdale, Deborah CFS/Secretary I
Passarella, Laurie CFS/SSSP
Stewart, Pamela CFS/SSSP
Stoever, Mary Anne CFS/SSSP
Tromblay, Amanda CFS/SSSP
Williams, Sandra CFS/SSSP

SIP Reunification Workgroup
Chairperson - Texera, Jean CFS/CWSM (Child Welfare Services Manager)
Baeza, Deborah CFS/SSP (Social Service Practioner)
Bailor, Loraine CFS/SSSP (Supervising Social Service Practitioner)
Cufone, Rhonda CFS/SSP
Green, Beverly CFS/SSSP
Harryman, David PDD/PSII (Program Development Division / Program Specialist II)
Joseph, Cecilia CFS/SSSP
Keyes, Pamela CFS/SSP
Lang-Townsend, Monique CFS/SSSP
Mathis, Diana CFS/SSSP
Moore, Mia CFS/SSSP
Morgan, Lori CFS/SSP
Muga, Tony CFS/SAII (Staff Analyst II)
O'Handley, Roderick PDD/PSI (Program Specialist I)
Viero, Fran CFS/SSSP
Wakcher, Sandra LRU/SA (Legislation & Research Unit / Statistical Analyst)

SIP Placement Stability Workgroup
Chairperson - Laurie Passarella CFS/SSSP (Supervising Social Service Practitioner)
Broussard-Ormon, Alicia CFS/SSP
Carpenter, Cherise CFS/SSP
Gordon-Nichols, Angela CFS/SSP
Inman, Tasha CFS/SSP
Ivery, Doreen CFS/SSP
Kaye, Jeffrey CFS/SSP
Mafi, Afiora CFS/SSSP
Mathis, Latricia CFS/SSSP

Mayzum, Rosie CFS/SSSP
Muga, Tony CFS/SAII
O'Handley, Roderick PDD/PSI
Renovato, Gabriela CFS/SSP
Tamkin, Janice CFS/SSSP

SIP Permanency Workgroup
Chairperson - Christa Banton CFS/SSSP (Supervising Social Service Practitioner)
Anderson, Kevin CFS/SSSP
Bailor, Loraine CFS/SSSP
Benton, Holly Probation Division Director II
Cross, Kelly LRU/SA
Dub, Margaret CFS/SAII
Dukes, Amber CFS/SSP
Eastman, Sandra CFS/SSSP
Edwards, Arline CFS/SSSP
Elliott, Teri CFS/SSSP
Evans, Marilyn CFS/Peer and Family Assistant
Granillo, Olga CFS/SSSP
Henry, Hope CFS/CWSM
Hinds, Kristin CFS/SSSP
Jones, Joyce CFS/CWSM
Hunter, Kara CASA/ Executive Director (Court Appointed Special Advocate)
Loufek, Kristy CFS/SSP
Muga, Tony CFS/SAII
O'Handley, Roderick PDD/PSI
Osifeso, Tam CFS/SSP
Rice, Bonnie CFS/SAII
Shiley, Tom Probation Officer II
Stewart, Pamela CFS/SSSP
Stoever, Mary Anne CFS/SSSP
Thorne, Tracy CFS/SSP
Tromblay, Amanda CFS/SSSP
Truss, Janice CFS/SSSP
Turnbull, Kathy Children's Network / Associate Network Officer
Wakcher, Sandra LRU/SA
Wright, Damion CFS/SSSP

The SIP Oversight Committee meets regularly to maintain ongoing monitoring of the County's progress toward meeting the goals set forth in the SIP. The committee equally focuses on the effect that progress is having on the four outcomes measures upon which the SIP is based. The resulting effects will be seen in improved outcomes for children and their families. Specifically,

- **More children** who have entered the foster care system for the first time (and have been in care for at least 8 days) **will reunify with their families within 12 months** of being removed from their homes;

- **More children** who have been in care for 2 years or more (and have not yet reached their 18th birthday) **will be discharged to a permanent home** (reunification with parents or primary caretakers, guardianship or adoption);

- **Fewer children** who have been in foster care for 3 years or longer **will be discharged to emancipation or turn 18 while still in foster care**;

- **More children** who have been in foster care for 2 years or more (from the time of removal from their homes) **will have no more than 2 placements**.

Building on information gathered during the 2008 Peer Quality Case Review and the 2008 County Self-Assessment, the following four Federal outcomes measures were selected for inclusion in the 2009-2012 SIP for

improvement of County performance in its Child Welfare Services. These outcomes measures along with their goals, strategies, milestones, assigned responsibilities, implementation metrics, and current status are defined in the CWS/PROBATION SIP MATRIX section of this report.

Below is a concise listing of the Outcomes, Goals and Strategies contained in the SIP:

C1.3 – Reunification within 12 months (entry cohort) - this measure computes the percentage of children reunified within 12 months of removal for a cohort of children first entering foster care.

Goal 1: Increase early engagement of parents in the reunification process.

Strategies:

- Continue implementation of Intake TDM's (Team Decision Making meetings), and expand use of TDM's for all children;
- Rollout Icebreakers to caregivers, parents, and social workers in all regions;
- Ensure that parents understand Court timelines, processes and legal rights, and have on-going support;
- Increase the immediate provision of services to parents.

Goal 2: Increase emphasis on reunification planning to facilitate early transition of children to the parents' home and support families post reunification.

Strategies:

- Increase resource parent (foster/relative caregiver) role in mentoring parents before and after reunification;
- Utilize resources for in-home treatment and support prior to and following reunification;
- Implement reunification conferencing tailored to individual family needs;
- Utilize the Comprehensive Assessment Tools (CAT) for assessment of reunification readiness and risk and safety factors.

C3.1 – Exits to Permanency (24 months in care) – this measure computes the percentage of children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. C3.1 is addressed in combination with C3.3.

C3.3 – In Care 3 years or longer (Emancipated/Age 18) – this measure computes the percentage of children in foster care for 3 years or longer who were then either discharged to emancipation or turned 18 while still in care.

Goal 1: Improve connections for youth to increase the likelihood of achieving permanence within given timeframe for measurable improvement.

Strategies:

- Ensure family connections are maintained;
- Increase the use of mentors to provide additional support and guidance to children and families;
- Increase support to relative caregivers, guardianship and adoptive families.

Goal 2: Increase the number of children placed in a family setting.

Strategies:

- Increase the number of County licensed foster and adoptive families;
- Facilitate movement of children from a group home or institutionalized care to the least restrictive level of care in a family setting of a County licensed home, a Foster Family Agency home, or a relative home;
- Intensify efforts to place high risk target groups (Native American and African American children) in culturally sensitive family settings.

Goal 3: Increase the use of Family To Family interventions to build a team-based approach to permanency.

Strategies:

- Conduct an individual permanency planning team meeting at a minimum of every six months until the case is dismissed;
- Continue to build relationships and resources in the community.

C4.3 - Placement Stability (at least 24 months in care) – this measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more.

Goal 1: Increase awareness of permanency options, including the services and financial payments available through those permanency options.

Strategies:

- Provide refresher training to staff on the financial aspects and services available to caregivers and children through guardianship, KinGAP, and the Adoption Assistance Program (AAP);
- Inform caregivers of permanency options and impact on services and payments.

Goal 2: Develop placement matching process to improve stability of out-of-home placements.

Strategies:

- Build capacity for resource homes in all communities;
- Develop and maintain a placement matching process;
- Develop and implement procedures for matching, tracking and monitoring placements; and tracking placement disruptions.

Goal 3: Improve Probation placement stability outcome data.

Strategies:

- Assist State in revising form SOC 158A and protocol for completing and submitting the form, including the addition of code(s) necessary to properly record a change in placement;
- Revise Probation Department's In/Out Slip (an internal form) and related protocol for completing and submitting the In/Out Slip and the County's process for submitting the State form SOC 158A;
- Ensure that placement is closed out for AWOL youth who have reached their 18th birthday;
- Use State "reconciliation batches" to clean up Probation placement data;
- Establish controls to track foster youth who AWOL, then are picked up and placed in Juvenile Hall and subsequently exit to foster care or another type of non-foster care placement.

CWS/Probation Narrative

San Bernardino County has made significant progress towards full implementation of the strategies necessary to reach the performance improvement goals specified in the 2009-2012 System Improvement Plan. This section is a concise presentation highlighting some of the key accomplishments that appear in the CWS/Probation SIP Matrix section of this 2010 SIP Annual Update.

In the four outcomes selected for focused improvement in the current 3-year SIP, the following performance improvements have been made during SIP Year 1.

- **C1.3 Reunification Within 12 Months (Entry Cohort) From Time Of Removal** – According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 597 who entered foster care for the first time during the 6-month study period and stayed in foster care for at least 8 days, 249 were reunified with their families within 12 months of the date of removal from their families. **This 41.7% rate of reunification is an improvement in performance of 3%** when compared to the data reported for Quarter 2 of Year 2008.

- **C3.1 Exits To Permanency (24 Months In Care)** - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 1,546 children who were in the foster care system on the first day of the year and by that date had been in foster care for 24 continuous months, 390 were discharged to permanency by the last day of the year and before the child's 18th birthday. **This 25.2% rate of exit to permanency is a decline in performance of 0.7%** when compared to the data reported for Quarter 2 of Year 2008.

- **C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)** - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 279 children who during the year were discharged to emancipation or during the year turned 18 while still in foster, 164 had been in foster care for 3 years or longer on the date they were discharged to emancipation or the date they turned 18. **This 58.8% rate of children emancipating or turning 18 without having obtained permanence is an improvement in performance of 2.8%** when compared to the data reported for Quarter 2 of Year 2008. [Note 1: Improvement for this measure is reflected as this rate decreases.]

[Note 2: In San Bernardino County, the Court has become more reluctant to discharge youth until their 18th birthday. The minor's attorney and the bench officers want the youth to benefit for as long as possible from ILP and other services available to the youth. Keeping the dependency open is also seen as a way to ensure that necessary services and documents are in place for the youth by the time the youth turns 18.] [Note 3: In Year 2, CFS will contact other counties to see if the numbers on this outcome area can be improved if Probation youth are included.]

- **C4.3 Placement Stability (At Least 24 Months In Care)** - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 2,080 children who have been in the foster care system for 24 months or more, 681 have had 2 or fewer placements. **This 32.7% rate of placement stability is an improvement in performance of 0.5%** when compared to the data reported for Quarter 2 of Year 2008. [Note 1: Improvement in this measure will be difficult to meet for several reasons. Appropriate placements for some children initially may be difficult to find due to psychological, emotional, and/or behavioral issues often not yet understood or documented in the early stages of placement. Some children who remain in foster care for 24 months or longer may have serious psychosocial needs. While a child is being fully assessed, multiple placements may occur in an attempt to meet the child's needs. Also, once a child has more than two placements there is no longer an opportunity to improve on this outcome, even though the most recent placement (after the initial two) may have been very lengthy and contributed to stability for that youth.] [Note 2: The County recognizes that for this SIP, the only way to improve C4.3 on youths who have already had more than 2 placements is to exit more of these kids to permanency. In the 2 years left in this SIP, the County will not be able to show improvement in this measure by reducing the number of front end placements to 2 or less, as those youths will not appear in this measure until 24 months from now. Correcting Probation data as planned in Improvement Goal 3.0 will have an impact on this measure.]

The following section presents the status of the improvement goals for each of the outcome areas.

C1.3 – Reunification within 12 months (entry cohort)

Goal 1: Increase early engagement of parents in the reunification process.

- TDMs have increased, making earlier engagement of parents more likely. Training and staffing of TDM facilitators continues. Resource parent participation continues to increase. Enhanced resource parent training is under development. Icebreakers training is being staged for rollout, possibly even to Probation. The Court Video Project pilot will begin 1/19/2010. Comprehensive resource packets have been developed to further enable and inform parents after they have viewed the video. Countywide staff training will begin early in SIP Year 2. Development and distribution of resource information is continuing. Staff continues to encourage parents to engage earlier. Staffing of ADS workers and earlier involvement of carrier workers will continue to improve early parent engagement. Linkages is beginning to show progress. PSSF/CAPIT contracts are changing to include activities related to SIP strategies.

Goal 2: Increase emphasis on reunification planning to facilitate early transition of children to the parents' home and support families post reunification.

- PRIDE training will continue, but will be in-house. Resource families, FFA parents and Kincaregivers receive F2F presentations. Mentor training strategies are being developed. Regular meetings of caregivers continue. FGDMs continue to be conducted. TANF ECF has been added to the array of available programs to increase early reunification. TDM and CAT continue to be used to support reunification efforts. CAT continues to advance. CAT policy and procedures are in place. Supervisors monitor CAT usage and use CAT in case conferences with workers. Also, a case consultation tool has been developed, incorporating CAT.

C3.1 – Exits to Permanency (24 months in care) and **C3.3 – In Care 3 years or longer (Emancipated/Age 18)**

Goal 1: Improve connections for youth to increase the likelihood of achieving permanence within given timeframe for measurable improvement.

- CPYP handbook chapter and pilot group training has been completed. Scheduled end date for pilot is Dec 2009. Countywide staff training has begun. Possible online training offered in SIP Year

2. Family Finding/Case Mining is being used. Case consultation tool has been developed. Awaiting family connections documentation features of CWS/CMS release 6.4. Increasing diligence of getting families and staff to complete the Paternity and Family Information Questionnaire. CPR policy, protocol and agenda have been rolled out to help staff be better prepared to present to CPR team. Availability of adult mentoring services for youth has increased. Referrals to CASA have increased. Referrals to kinship centers continue; however, there is no recent increase in kinship center usage. A comprehensive brochure has been developed to inform caregivers of fiscal and program services criteria and eligibility. Training of social workers on resources has been completed. Updated training and informative communications to staff will be ongoing.

Goal 2: Increase the number of children placed in a family setting.

- Foster and adoptive parent recruitment events continue to be conducted. Pilot use of an ETO database has enhanced the licensing approval process. Evaluation of the pilot use of the ETO continues. RBS is pending State approval. County's continuum of care may expand to include FFA's. Wrap and other intensive services are being utilized by CFS and Probation to support children and families in lower level of care placement. Wrap slots may increase in SIP Year 2, depending on funding. Wrap may be used to step down children from RBS. Wrap refresher training and survey were administered to staff. The County continues to improve relationships and communication with Tribes. Potential placement with Indian families is available through a local ICWA FFA/Adoption agency. The County looks forward to the possibilities presented by AB1325 Tribal Customary Adoption (TCA). Some social workers received initial TCA training. More African American churches have stepped forward to help build capacity for resource family homes. Wrap continues to be utilized by CFS and Probation for high risk target groups.

Goal 3: Increase the use of Family To Family interventions to build a team-based approach to permanency.

- CPR process has been updated. FGDM coordination may become regional responsibility. Staffing for FGDMs is a concern. Transitioning Out Conference (TOC) is being used successfully in the pilot region. TOC is being facilitated in other regions by Family Court Mediators. TOC will be rolled out to other regions in SIP Year 2. Placement move TDMs and exit TDMs have increased. TDM data cleanup and data entry training has been completed. TDM training for staff and supervisors is in progress. Further TDM training is being developed. Participation in Families For Life Pilot continues. Regional New Initiative Units continue to recruit and engage community partners. Regional resource banks are updated with new and current resource information. Community partner newsletters will be expanded. CFS participates in the 211 system. CFS website will continue to carry resource information.

C4.3 - Placement Stability (at least 24 months in care)

Goal 1: Increase awareness of permanency options, including the services and financial payments available through those permanency options.

- Brochure on permanency options and financial information has been completed. Other existing materials will continue to be reviewed and revised as necessary in SIP Year 2. CFS advanced supervisor training has begun. Revisiting parental capacity is a topic of this supervisor training. Probation supervisors continue to train staff. New brochure addresses permanency options. Social workers need refresher training to effectively provide permanency options information to caregivers. CFS may publish this information to its website. Staff provision of this information may be tracked.

Goal 2: Develop placement matching process to improve stability of out-of-home placements.

- CFS conducts licensing recruitment events in each region three times per year. FFAs have agreed to share attributes of their foster homes. The Western Region has developed a geographical profile of their resource family homes. CFS is exploring the expanded use of an existing ETO and CWS/CMS to facilitate placement matching. Social workers are being encouraged to share child characteristics with CPU for more effective matching. Efforts are being made to regionalize case management in order to accommodate geographical preferences when placing a child. Please see chart in Strategy 2.2 regarding Placement Changes Due To Unsuitable Placement. While the

placement matching information and placement disruption information is captured in CWS/CMS, it is not readily available for tracking purposes.

Goal 3: Improve Probation placement stability outcome data.

- Probation has helped the State to identify problems with form SOC158A and the query used to pull data for the State's open placement report. Awaiting State's changes to SOC158A and associated codes. Probation will have CWS/CMS access in 2010. Probation continues to revise the In/Out form. Protocol will be changed to reflect those changes. Protocol has been changed to redefine change in placement. SOC158A forms are now submitted to the State on a more frequent basis. According to CDSS, Probation is "looking good on limbo cases." Probation will continue to review and resolve discrepancies identified by the State. Probation has implemented a manual system to track placement stability data. Placement stability data will be easier to track when Probation is given access to CWS/CMS.

The following section recaps the status of the County's needs in the four categories that appear at the end of each outcome section of the CWS/Probation SIP Matrix. The label NEED indicates the County's need as expressed in the 2009-2012 SIP. The label STATUS indicates the current status of the County's response to that need during SIP Year 1.

CATEGORY 1: County's need to address any additional systemic factors that support the improvement plan goals:

- **NEED (from C1.3):** Parents often do not understand the court process and what is ordered. Additionally, they often do not have enough time with their attorneys. In order to assist parents' understanding of the process, a Court video was created. However, there were problems showing the video in a location where it could be viewed.
  - **STATUS:** CFS has created a video which will orientate parents to the process and timeframes of the Court and the roles of the people involved. This video is now shown on a big screen in the lobby of the Juvenile Dependency Court on a twice per day schedule. The Court video pilot is scheduled to begin in the Central Region on 1/19/2010. This pilot will offer viewing of the video twice per day on two days per week in the regional office. Parents referred by their social worker to view the video will receive a packet of resource information, answer a questionnaire, be able to ask related questions of a social worker and be tracked in CMS with a special projects tab to denote their viewing of the video. Countywide staff trainings are planned to begin in April 2010 followed by a May rollout. Pending funding, CFS will have the video and supporting materials translated into Spanish. Facilitators will be sensitive to parent's literacy rate when presenting the video.

- **NEED (from C1.3):** CFS will implement the Comprehensive Assessment Tool (CAT) to all social work staff in operational regions and encourage supervisors to support the full use of the tool. This child risk and safety tool is composed of five assessment instruments to inform decision-making at the major decision points in the life of a case.
  - **STATUS:** CAT Version 2.0 was rolled out to staff county-wide on February 6, 2009. The previous version of CAT was inactivated to ensure staff use of the new version.

- **NEED (from C1.3):** A need was identified to support and improve efforts to have a central, accurate, usable database of services available. As the 211 Information System is already in place, it has been suggested to upgrade the system to include current information regarding the many services available throughout the County.
  - **STATUS:** A glossary of terms and resource information have been developed. The packets distributed at Court video viewings include instructions on the use of the 211 system, the glossary of terms, information on CFS services, a recap of the Court video, important contact information and the civil rights pamphlet. The packets will be assembled and provided to viewers of the Court video on an ongoing basis. Community resource materials are updated on an ongoing basis and are available to families. CFS participates in the 211 system. In addition, CFS resource lists will be posted and

maintained on the CFS Intranet website, the CFS Internet website and in the online tools section of the agency website.

- **NEED (from C3.1/C3.3):** A need for increased training in a more comprehensive understanding of cultural diversity and sensitivity was identified during the CSA. Also identified was the need for more specific training on working with Native American tribes, the adoption process of ICWA children and learning about culturally appropriate community resources and contacts. Currently, the Regional New Initiatives Supervisors are working with the community agencies affiliated with the Tribes in order to bridge the communication between social worker staff and Tribal agencies, thereby increasing the knowledge and provision of culturally appropriate services.
  - **STATUS:** A consortium of eight Tribes has developed a cultural training curriculum. The consortium is interested in presenting that training to CFS and Probation staff in the regions. Staff has recently attended a two-day training at the Morongo Reservation. This training included an introduction to AB1325 Tribal Customary Adoption.

- **NEED (from C4.3):** A need was identified for more training of both social workers and care providers on permanency options including the availability of services, resources, and financial payments. This would assist both social workers and foster parents to focus on the best permanency option for the child. Another need identified was for Concurrent Planning to be continuous throughout the case process which will be assisted by the revision of the Department's Concurrent Planning Review (CPR) form. When the revised CPR form is released, it will be used at monthly supervisor/social worker case conferences in order to provide a more focused identification of concurrent planning options for children.
  - **STATUS (1):** Brochure on permanency options and financial information has been completed. Social workers need refresher training to effectively provide permanency options information to caregivers. PRD has updated the protocol by creating a CPR agenda to guide the meetings in each region.
  - **STATUS (2): In SIP Year 2, Probation staff will need computers and software capable of accessing CWS/CMS. This will include funding for additional costs of installation, maintenance and operations, servers, desktop computers, compatible operating system, software, help desk, training, policy and procedure development, and other associated items.**

CATEGORY 2: Educational/training needs (including technical assistance) to achieve the improvement goals.

- **NEED (from C1.3):** A need was identified to continue to teach Family To Family resource strategies to resource parents, mentors, parents, relatives, group homes and social work staff.
  - **STATUS:** At this time, the County has not identified any new needs for State provided training or technical assistance regarding the completion of the milestones contained in this outcome area.

- **NEED (from C3.1/C3.3):** A need was identified to maintain technical assistance for the California Permanency for Youth Project. Also needed is staff and provider training on cultural diversity/sensitivity, family engagement, family finding, grief and loss issues and the services available to stabilize families.
  - **STATUS:** These trainings have been made available to staff, including Probation staff.

- **NEED (from C4.3):** A need was identified to provide training to Probation staff in the completion of the SOC158A from the information on In/Out Slips. Probation Fiscal Staff to forward the information to the State on a flow basis as opposed to monthly batches.
  - **STATUS: Probation has** completed staff training to review proper completion of these forms. Further training will follow the State's revision of the SOC158A and associated codes. Probation has revised the frequency of forwarding completed SOC158A forms to the State. In SIP Year 2, Probation staff will need CWS/CMS training.

CATEGORY 3: Roles of the other partners in achieving the improvement goals.

- **NEED (from C1.3):** County Department of Behavioral Health and contracted PSSF/CAPIT vendors will provide necessary services in the most accessible and culturally appropriate manner to meet the needs of the child and family. Maintain technical assistance from Sphere Institute for the CAT Version 2.0 rollout.
  - **STATUS: associated items.**

- **NEED (from C3.1/C3.3):** CFS is working with a number of contracted agencies and other community partners to implement the SIP strategies, including Family To Family and the California Permanency for Youth Project.
  - **STATUS: CFS** continues to collaborate with partners to implement these strategies.

- **NEED (from C4.3):** CFS System Resources Division will assist HS/PDD, PERC, CFS Placement Resources Division and judicial representatives in reviewing existing policy and procedures and trainings. Any needed changes will be identified, developed and implemented in the respective departments.
  - **STATUS: Ongoing.**

CATEGORY 4: Regulatory or statutory changes needed to support the accomplishment of the improvement goals.

- **NEED (from C1.3):** Increase funding to adequately support the minimum staff and client resources to meet all state and federal mandates for the provision of Child Welfare Services.
  - **STATUS: Unless the 10% cut is restored, the County cannot continue to provide non-case-carrying staff such as TDM facilitators, FGDM facilitators, Wrap coordinators, carriers of linkages caseloads, etc. to support the new initiatives that go above and beyond state and federal mandates for the provision of Child Welfare Services.**

- **NEED (from C3.1/C3.3):** Revise relative approval requirements to enable more children to obtain permanence in a relative's home. Expand definition of permanence (and methodology to measure exits to permanency) to include legal guardianship by non-relative.
  - **STATUS: CFS** will continue efforts to promote these changes. In SIP Year 2, CFS will further define the desired changes to relative approval requirements.

- **NEED (from C4.3):** The Legislation and Research Unit will assist the State in identifying changes to the SOC158A that will correctly capture and code placement data.
  - **STATUS:** Probation and the Legislative Research Unit assisted the State in identifying needed changes. Awaiting State's revision to the codes and the SOC158A.

CWS/Probation SIP Matrix

The following CWS/Probation Matrix is the original matrix from the three-year 2009-2012 SIP with additional information included to show the progress the County has made in Year 1 of the SIP. The County's progress is described in sections labeled STATUS. Each milestone in the SIP is accompanied by the STATUS of the progress made on that milestone. The STATUS of each strategy recaps the status of each milestone associated with that strategy. The STATUS of each improvement goal is a collective repeat of the status for each of the strategies associated with that improvement goal. Additionally, each Strategy is accompanied by a description of how the County will know that the strategy has been fully implemented. This description of measurable improvement is labeled METRIC.

Outcome/Systemic Factor: C1.3 Reunification Within 12 Months (Entry Cohort) From Time Of Removal

Explanation of Measure:

C1.3 This measure computes the percentage of children reunified within 12 months of removal for a cohort of children first entering foster care. The entry cohort is comprised of children entering foster care for the first time during a 6-month period. This measure contributes to the first permanency composite. The 12 month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of "trial home visit" are included in the count of children reunified in less than 12 months if that visit lasted at least 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification. The denominator is the total number of children in the 6-month entry cohort; the numerator is the count of children in the cohort who were reunified within 12 months of removal. Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types [CWS/CMS codes in square parentheses]: Reunified with Parent/Guardian (Court) [5439], Reunified with Parent/Guardian (Non-Court) [5440], Child Released Home [5513]. (Age 0 to 17 years.)

County's Performance (as reported March 7, 2009): C1.3 - According to the January 2009 Quarterly Data Report (Quarter 2 of Year 2008 for San Bernardino County) issued by the California Department of Social Services, of the 710 children who entered the foster care system for their first time during the 6-month study period and stayed in foster care for at least 8 days, 275 were reunified with their families within 12 months of the date of removal from their families. This is a 38.7% rate of reunification. This is a decline in performance when compared to the previous reporting period.

County's Current Performance (1st Annual Update): C1.3 – According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 597 who entered foster care for the first time during the 6-month study period and stayed in foster care for at least 8 days, 249 were reunified with their families within 12 months of the date of removal from their families. **This 41.7% rate of reunification is an improvement in performance of 3%** when compared to the data reported for Quarter 2 of Year 2008.

Improvement Goal 1.0 Increase early engagement of parents in the reunification process.

STATUS: TDMs have increased, making earlier engagement of parents more likely. Training and staffing of TDM facilitators continues. Resource parent participation continues to increase. Enhanced resource parent training is under development Icebreakers training is being staged for rollout, possibly even to Probation. The Court Video Project pilot will begin 1/19/2010. Comprehensive resource packets have been developed to further enable and inform parents after they have viewed the video. Countywide staff training will begin early in SIP Year 2. Development and distribution of resource information is continuing. Staff continues to encourage parents to engage earlier. Staffing of ADS workers and earlier involvement of carrier workers will continue to improve early parent engagement. Linkages is beginning to show progress. PSSF/CAPIT contracts are changing to include activities related to SIP strategies.

Strategy 1.1 Continue implementation of intake TDMs (Team Decision Making meeting) and expand use of TDMs for all children. **METRIC:** This strategy will be fully implemented when ongoing recruitment and training of TDM facilitators occurs;	☒	**CAPIT** (1,24)	**Strategy Rationale** Partnering with parents allows the parents to be involved in planning for the safety and placement of the child. As a Family To Family county, San Bernardino is committed to expanding the use of TDMs.
	☐	**CBCAP**	
	☒	**PSSF** (1,24)	

resource parents are being trained to participate in TDMs; and regions have established TDM workgroups to address TDM barriers and challenges.			

STATUS: The county has increased the number of TDMs from 901 in 2008 to 1,005 from Jan to Nov 3, 2009: 11.5% increased from 2008 to 2009. The county has increase the number intake TDMs from 629 intake TDMs in 2008 to 688 intake TDMs from Jan to Nov 3, 2009.

Types of TDMs	# of TDMs Held Jul to Dec 2005	# of TDMs Held CY 2006	# of TDMs Held CY 2007	# of TDMs Held CY 2008	# of TDMs Held from Jan to Nov 3, 2009
Imminent Risk of Placement	13	51	243	345	336
Emergency Placement	23	121	241	284	352
Placement Move	6	62	125	214	237
Exit from Placement	0	6	24	58	80
Total TDMs	42	240	633	901	1,005

Milestone	Timeframe	Assigned to
1.1.1 Train additional TDM facilitators to meet implementation needs.	12 months (07/01/09-06/30/10) **STATUS:** In Progress. The timeframe of this Milestone extends into Year 2. CFS continues to identify staff to be trained as TDM facilitators. All regions now have full time facilitators as well as back-up facilitators.	Placement Resources Division, System Resources Division, Annie E. Casey Foundation, Regional Management, New Initiative Units
1.1.2 Encourage resource parent participation in TDMs.	02/01/09-ongoing **STATUS:** In Progress. FFA parents have been receiving TDM training and participate as community partners. FFAs are also now used as TDM sites. Group home staff will receive training in TDMs. On an ongoing basis, all of RTS training should include all resource	Regional Managers and Supervisors, Regional Social Workers, New Initiative Units

			parents. Need to set up recurring ongoing training of Icebreakers and TDM.		
	1.1.3 Implement regional TDM workgroups to address local barriers and challenges to conducting TDMs.		12 months (07/01/09-06/30/10) **STATUS:** In Progress. 3 out of 4 regions now have TDM workgroups.		Placement Resources Division, New Initiatives Unit

Strategy 1.2 Rollout Icebreakers to caregivers, parents and social workers in all regions. **METRIC:** This strategy will be completed when Icebreaker training materials have been developed, informational materials have been made available to targeted audiences, and Icebreaker training is provided to CFS staff and resource parents on an ongoing basis. **STATUS**: Icebreakers training is being staged for rollout, possibly even to Probation.	☒ **CAPIT** (2) ☐ **CBCAP** ☒ **PSSF** (2)	**Strategy Rationale** Icebreakers involves open, face-to-face communication between caregivers to transition a child from one home to another, enhancing the possibility of early reunification. The Icebreaker engages the parent in acquainting the resource parent with the child's likes, dislikes, and things that will help the child to transition easier.

Milestone		Timeframe		Assigned to	
	1.2.1 Develop training materials to teach resource parents, birth parents, group home staff, Probation, Department of Behavioral Health and social workers how Icebreakers can assist in reunification efforts.		6 months (03/01/11-08/31/12) **STATUS:** Start date is in Year 3. However, Icebreakers training materials have already been developed and training is ready to begin in 2010. Currently evaluating the applicability of Icebreakers to Probation children and their parents. Icebreakers may be added to the new PSSF/CAPIT RFP. The County will be allowing agencies to count time participating in TDMs, FGDMs and Icebreakers against their 10% required match for CAPIT. This is possible because any volunteer work to support county initiatives can count as in-kind match.		Placement Resources Division, System Resources Division, PERC (Performance, Education, Resource Center)
	1.2.2 Provide Icebreakers information at TCBD (Taking Care of Business Day) to potential foster/adoptive resource parents, at PRIDE		08/31/12-ongoing **STATUS**: Start date is in next cycle Year 1.		Placement Resources Division

	classes (Parent Resources for Information, Development and Education), and at Association of Foster Family Agency meetings.				
	1.2.3 Include Icebreakers in staff trainings and resource parent trainings.		08/31/12-ongoing **STATUS:** Start date is in next cycle Year 1.		Placement Resources Division, Regional New Initiatives Supervisors

Strategy 1.3 Ensure that parents understand Court timelines, processes and legal rights and have on-going support.
METRIC: This strategy will be fully implemented when the Court video is being shown to parents on a regular basis at Court and in the regional offices; and parents receive resource materials at the viewing.
STATUS: The Court Video Project pilot will begin 1/19/2010. Comprehensive resource packets have been developed to further enable and inform parents after they have viewed the video. Countywide staff training will begin early in SIP Year 2. Development and distribution of resource information is continuing.

☒ **CAPIT** (5,8,15,23)
☐ **CBCAP**
☒ **PSSF** (5,8,15,23)

Strategy Rationale Parents need to understand, early in the case planning process, the Court timeframes so that they will make efforts from the beginning to rectify the issues that caused their children to be removed.

Milestone		Timeframe	Assigned to
	1.3.1 Explore possibility of developing a system of weekly support groups for parents through PSSF providers and/or the County Department of Behavioral Health (DBH).	12 months (02/01/09-01/31/10) **STATUS:** Completed. During SIP Year 1, there was not funding available in PSSF to implement the weekly support groups described in this milestone.	System Resources Division, Placement Resources Division, Regional Supervisors Committee
	1.3.2 Implement required orientation in operational regions for new parents involved in the Juvenile Court system. Orientation meeting to include Court video, parent partners, question and answer time, and referral to support groups.	6 months (02/01/09-07/31/09) **STATUS:** In Progress. CFS has created a video which will orientate parents to the process and timeframes of the Court and the roles of the people involved. This video is now shown on a big screen in the lobby of the Juvenile Dependency Court on a twice per day schedule. The Court video pilot is scheduled to begin in the Central Region on 1/19/2010. This pilot will offer viewing of the video twice per day on two days per week in the	System Resources Division, Regional Supervisors Committee, Community Partners, Service Providers, Regional Training Supervisors

			regional office. Parents referred by their social worker to view the video will receive a packet of resource information, answer a questionnaire, be able to ask related questions of a social worker and be tracked in CMS with a special projects tab to denote their viewing of the video. Countywide staff trainings are planned to begin in April 2010 followed by a May rollout. Pending funding, CFS will have the video and supporting materials translated into Spanish. Facilitators will be sensitive to parent's literacy rate when presenting the video.		
	1.3.3 Heighten awareness of parents' and children's attorneys to services provided Children and Family Services (CFS).		02/01/09-ongoing **STATUS:** In Progress. The SIP Reunification Workgroup will present a brown bag lunch where attorneys will receive the packet described in 1.3.4 and be updated on the services provided by Children and Family Services (formerly known as the Department of Children's Services). Parents will receive this information at their viewing of the Court video and on an ongoing basis. Providers periodically attend Court meetings to provide an overview of their services.		System Resources Division, Program Development Division
	1.3.4 Develop and provide a packet of information to clients including a glossary of terms and lists of service providers and other resources, including the County 211 system.		02/01/09-ongoing **STATUS:** Completed. The glossary of terms and resource information have been developed. These packets include instructions on the use of the 211 system, the glossary of terms, information on CFS services, a recap of the Court video,		System Resources Division, Program Development Division, Regional Supervisors Committee

			important contact information and the civil rights pamphlet. The packets will be assembled and provided to viewers of the Court video on an ongoing basis.		
Strategy 1.4 Increase the immediate provision of services to parents. **METRIC:** This strategy will be completed when Linkages has been rolled out to all regions and when parents engage earlier in treatment services which have become increasingly more accessible and available. **STATUS:** Staff continues to encourage parents to engage earlier. Staffing of ADS workers and earlier involvement of carrier workers will continue to improve early parent engagement. Linkages is beginning to show progress. PSSF/CAPIT contracts are changing to include activities related to SIP strategies.			☒ **CAPIT** (5,6) ☐ **CBCAP** ☒ **PSSF** (5,6)	**Strategy Rationale** Connecting parents to appropriate services as soon as possible will improve the opportunity for the parents to reunify with their children in a shorter period of time.	
Milestone	**1.4.1** Provide immediate referrals to Alcohol and Drug Services (ADS) providers, appropriate providers of therapy and/or drug court at initial TDM whenever possible.	**Timeframe**	02/01/09-ongoing **STATUS:** Completed. See 1.4.3. Staff training emphasizes the need for earlier engagement of parents in their treatment services. Each region has a resident ADS worker. The County recognizes the value of front-end intensive preventative services. San Bernardino County works with families with multiple problems, not just one. The County removal rate is approximately 3 per 1000. San Bernardino County is less likely than most counties to remove a child. The County feels that it compares very well with like counties.	**Assigned to**	Regional Social Workers

	1.4.2 Partner Intake Social Worker with case managing (Carrier) social worker early in court process in order to encourage parental participation, minimize change and facilitate relationship building with parent.		09/01/09-ongoing **STATUS:** Completed for some units. The SIP Reunification Workgroup has recommended that regions partner the carrier worker with the intake worker early in the process in order to encourage early engagement of parents and provide for an early positive connection between the parents and the carrier worker. This, however, remains merely a recommendation. Further feedback is needed from units informally employing this type of partnering (with carrier as assigned secondary in CMS) to learn and define the roles and duties of the partners, so that the family and the Court needs are met. Department policy may be necessary to facilitate effective partnering.		Regional Social Workers, Regional Supervisors
	1.4.3 Increase accessibility and availability of services to clients through continued recruitment of culturally competent service providers in all geographical regions of the County.		03/01/09-ongoing **STATUS:** Completed. The objectives of Milestones 1.4.1, 1.4.3 and 1.4.4 are included of the County's new contracts for PSSF and CAPIT. The County continues to recruit for culturally competent service providers.		Program Development Division, Family To Family RTS Strategy Committee
	1.4.4 Encourage service providers to be proactive in their contact with parents in order to build supportive relationships as soon as possible and encourage parental participation.		02/01/09-ongoing **STATUS:** Completed. Included in the scope of work of County's new PSSF and CAPIT contracts. See Milestone 1.4.3.		Regional Social Workers, System Resources Division, Program Development Division

	1.4.5 Continue to rollout Linkages to all regions and evaluate every case for appropriateness of Linkages, expanding use of Linkages to include Family Reunification cases.		36 months (02/01/09-01/31/12) **STATUS:** In Progress. The Linkages pilot program officially began in the CFS Central region in September 2007 for clients who had an open CFS Family Maintenance case and were receiving CalWORKs. The number of children participating in Linkages increased from 4 in 2008 to 28 in 2009, and the number of CalWORKs clients increased from 3 to 17. In August 2009, Linkages expanded to include Family Reunification (FR) cases. However, TAD involvement is needed because no FR cases have participated in Linkages as of November 2009. TAD will be invited to send a representative to join the SIP Reunification Workgroup. Linkages Cases (FM Only): CFS Children – • 0 for July-Dec 2007 • 4 for Jan-Dec 2008 • 28 for Jan-Nov 2009 • 32 Total Served Cal WORKS Adults – • 0 for July-Dec 2007 • 3 for Jan-Dec 2008 • 17 for Jan-Nov 2009 • 20 Total Served Families – • 0 for July-Dec 2007 • 2 for Jan-Dec 2008 • 13 for Jan-Nov 2009 • 15 Total Served		Linkages Supervisor and Social Worker, Regional Management

Improvement Goal 2.0 Increase emphasis on reunification planning to facilitate early transition of children to the parents' home and support families post reunification.
STATUS: PRIDE training will continue, but will be in-house. Resource families, FFA parents and Kincaregivers receive F2F presentations. Mentor training strategies are being developed. Regular meetings of caregivers continue. FGDMs continue to be conducted. TANF ECF has been added to the array of available programs to increase early reunification. TDM and CAT continue to be used to support reunification efforts. CAT continues to advance. CAT policy and procedures are in place. Supervisors monitor CAT usage and use CAT in case conferences with workers. Also, a case consultation tool has been developed, incorporating CAT.

Strategy 2.1 Increase resource (foster/relative caregiver) parent role in mentoring parents before and after reunification. **METRIC:** This strategy will be fully implemented when an ongoing process is in place to recruitment and train resource parents in the role of mentor to parents. **STATUS:** PRIDE training will continue, but will be in-house. Resource families, FFA parents and Kincaregivers receive F2F presentations. Mentor training strategies are being developed. Regular meetings of caregivers continue.	☒ **CAPIT** (2,28) ☐ **CBCAP** ☒ **PSSF** (2,28)	**Strategy Rationale** Resource parents are part of the team and work in partnership with the child, family, worker, and other involved service providers. Resource parents can be recruited and trained to strengthen and maintain the bond between the children and their birth parents, act as partners with the birth parents and participate in the development and implementation of the child's permanency plan.

Milestone	Timeframe	Assigned to
2.1.1 Continue to teach Family To Family (F2F) strategies to resource parents during PRIDE Training (Parent Resources for Information, Development and Education)	03/01/09-ongoing **STATUS:** Completed. The Department is returning to in-house PRIDE training.	Placement Resources Division,
2.1.2 Recruit resource parents willing to be mentors to other resource parents.	24 months (07/01/09-06/30/11) **STATUS:** In Progress. See 2.1.3. During the county licensing Taking Care of Business Day, F2F presentation is held to set expectation of resource family involvement with bio family in mentoring capacity. F2F presentations are also being given to FFA parents. Resource families are invited to attend TDMs along with bio parents.	Foster Parent Association, Foster Family Agencies, Family To Family RTS Strategy Committee
2.1.3 Train resource parent mentors to teach other resource parents how to support reunification with Family To Family (F2F) strategies.	24 months (07/01/09-06/30/11) **STATUS:** In Progress. The F2F Steering Committee is developing a communication strategy for training staff and parents.	Foster Parent Association, Foster Family Agencies, Family To Family RTS Strategy Committee

	2.1.4 Implement quarterly meetings between County licensed resource parents, Foster Family Agency resource parents, group home staff and regional new initiatives supervisors to problem solve F2F issues.		07/01/09-ongoing **STATUS:** Completed. "Bridging The Gap" meetings have been implemented in Central Region. RTS workgroup is exploring ideas for increasing resource parent involvement in the meetings. Increasing spirit of collaboration between social workers and resource families is occurring in all regions by inviting resource families, including kincare providers, to attend local community partner and agency events and workgroups. Each region has also held resource family appreciation events and plan to continue annually. In addition, regions hold quarterly resource parent meetings.		Regional RTS, Countywide RTS, Regional New Initiative Supervisors, Placement Resources Division
	2.1.5 Train kincare providers to provide support to parents.		07/01/09-ongoing **STATUS:** In Progress. See 2.1.3. New Initiatives Units offer F2F presentations to Kinship Support Centers. Also see 2.1.4.		Kinship Support Centers, Placement Resources Division, New Initiatives Units

Strategy 2.2 Utilize resources for in-home treatment and support prior to and following reunification. **METRIC:** This strategy will be fully implemented when FGDM, Wrap, and other intensive services for children are regularly utilized to help parents develop safety plans for their children pre- and post-reunification. **STATUS:** FGDMs continue to be conducted. TANF ECF has been added to the array of available programs to increase early reunification.	☒ **CAPIT** (10,14,23) ☐ **CBCAP** ☒ **PSSF** (10,14,23)	**Strategy Rationale** There is a need to assess and if necessary, provide supportive in-home services for the safety and stability of the family.

Milestone	**2.2.1**...Utilize Family Group Decision Making (FGDM) to plan for child's safety and support for parents to work toward reunification.	Timeframe	02/01/09-ongoing **STATUS:** In Progress. Suggested decentralization of FGDM will allow regional staff to be more familiar with the process. Ongoing trainings will be offered to increase awareness. Some offices using FGDM more than others. There are 5 certified coordinators. Training will be scheduled for managers/regional SW and coordinators. Need strategies to increase usage. Regional offices are not allowing overtime pay for staff to participate in FGDM on weekends. Utilization of FGDMs has decreased by 63% from 27 conferences in year 2007 to 10 conferences in 2009. Completed FGDMs: 27 in 2007 19 in 2008 10 in 2009	Assigned to	Regional Supervisors, Regional Social Workers
	2.2.2...Utilize Success First, Wrap, and other intensive services for children provided by the County Department of Behavioral Health (DBH) and other agencies to provide support for child in parents' care.		02/01/09-ongoing **STATUS:** Completed. Please see Milestone 2.2.2 under Outcome Area C3.1/C3.3. Data is not yet available on Success First. The TANF ECF program is in place. This is a very concrete program to encourage early reunification during this severe recession when housing is a significant barrier to returning children to their parents.		Regional Supervisors, Regional Social Workers

Strategy 2.3 Implement reunification conferencing tailored to individual family needs. **METRIC:** This strategy will be completed when social workers are equipped with tools to ensure that the family has a support system and safety plan in place to help them provide for the needs of the child, post-reunification.	☒ **CAPIT** (1) ☐ **CBCAP** ☒ **PSSF** (1)	**Strategy Rationale** Reunification conferencing provides for a comprehensive approach with the parents to provide for the child's needs. This holistic approach will also ensure that supports are in place for the parents.

STATUS: TDM and CAT continue to be used to support reunification efforts.					
Milestone	**2.3.1** Plan a process and structure utilizing a bio-psychosocial format for assessment of the family.	**Timeframe**	3 years (03/01/09-02/28/12) **STATUS:** In Progress. The timeframe for this Milestone extends beyond Year 1 and well into the next cycle. Discussions have begun in the SIP Reunification Workgroup. A project proposal is pending so that further work can be done on this milestone. TDM and CAT strengthen pre- and post-reunification efforts so that families can be successful in reunifying.	**Assigned to**	Regional Supervisors, Regional Social Workers, Program Development Division
	2.3.2 Implement conferencing utilizing extended family, Social Worker, Public Health Nurse, community supports, financial planning (CalWORKS), ADS provider or sponsor, review of client needs, post-reunification Family Maintenance plans and safety plans.		3 years (03/01/09-02/28/12) **STATUS:** Completed. CFS has implemented the Exit TDM which incorporates reunification conferencing objectives. Also, the CAT Case Closure tool guides the social worker through a series of reunification conferencing items that assess the support needs of the family.		Regional Supervisors, Regional Social Workers
Strategy 2.4 Utilize the CAT (Comprehensive Assessment Tools) for assessment of reunification readiness and risk and safety factors. **METRIC:** This strategy will be completed when CAT has been rolled out to all regions; policies and procedures are updated; supervisors are monitoring their workers' CAT completions; and supervisors are using the CAT to discuss reunification readiness with their workers. **STATUS:** CAT continues to advance. CAT policy and procedures are in place. Supervisors monitor CAT usage and use CAT in case conferences with workers. Also, a case consultation tool has been developed, incorporating CAT.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**		**Strategy Rationale** This tool will provide a best practice means to evaluate reunification readiness of the parent(s) in order to reduce risk in Child Welfare cases.	

Milestone		Timeframe		Assigned to	
	2.4.1 Rollout CAT Version 2.0 to all staff.		3 months (02/01/09-06/30/09) **STATUS:** Completed. CAT Version 2.0 was rolled out to staff county-wide on February 6, 2009. The previous version of CAT was inactivated to ensure staff use of the new version.		System Resources Division
	2.4.2 Provide updated policy and procedures to support use of the CAT.		3 months (02/01/09-06/30/09) **STATUS:** Completed. Updates to policy and procedures were completed in April 2009.		System Resources Division, Program Development Division
	2.4.3 Supervisors will ensure completion of CAT by social workers at all decision points in every case.		02/01/09-ongoing **STATUS:** Completed. Sphere Institute provides CAT implementation (usage and penetration) reports with the capability for supervisors to drill down to their individual unit workers. CFS Administration and Management has conveyed their expectation that all workers and supervisors will complete the CAT tools. CFS closely monitors the CAT utilization reports provided by Sphere. CAT has become part of the supervisor training at the Regional Training Academy.		Regional Supervisors
	2.4.4 At monthly conferences with individual caseworkers, Supervisors will discuss the CAT Continuing Services tool to determine reunification readiness.		02/01/09-ongoing **STATUS:** Completed. Monthly case conferences include discussion of the CAT. The new Monthly Case Consultation Report has been designed so that the supervisor can review risk and safety with the worker during case reviews. CAT is included on this report. Automation of this form is being explored.		Regional Supervisors

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Case Review - Parents often do not understand the court process and what is ordered. Additionally, they often do not have enough time with their attorneys. In order to assist parents' understanding of the process, a court video was created. However, there were problems showing the video in a location where it could be viewed.

STATUS: Please see Milestone 1.3.2.

Comprehensive Assessment Tool (CAT) – This child risk and safety tool is composed of five assessment instruments to inform decision-making at the major decision points in the life of a case. CFS will implement the CAT to all social work staff in operational regions and encourage supervisors to support the full use of the tool.

STATUS: Please see Milestone 2.4.1.

Services Array – A need was identified to support and improve efforts to have a central, accurate, usable and living database of services available. As the 211 Information System is already in place, it has been suggested to upgrade the current database to include current information regarding the many services available throughout the County.

STATUS: Please see Milestone 1.3.4. Also please see Outcome C3.1/C3.3 Milestone 3.2.3.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Continue to teach Family To Family resource strategies to resource parents, mentors, parents, relatives, group homes and social work staff.

STATUS: At this time, the County has not identified any new needs for State training or technical assistance regarding completion of milestones contained in the outcome area.

Identify roles of the other partners in achieving the improvement goals.

County Department of Behavioral Health and contracted PSSF/CAPIT vendors will provide necessary services in the most accessible and culturally appropriate manner to meet the needs of the child and family.

Maintain technical assistance from Sphere Institute for the CAT Version 2.0 rollout.

STATUS: Please see Milestone 2.4.1.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Increase funding to adequately support the minimum staff and client resources to meet all state and federal mandates for the provision of Child Welfare Services.

STATUS: Unless the 10% cut is restored, the County cannot continue to provide non-case-carrying staff such as TDM facilitators, FGDM facilitators, Wrap coordinators, carriers of linkages caseloads, etc. to support the new initiatives that go above and beyond state and federal mandates for the provision of Child Welfare Services.

Outcome/Systemic Factor: C3.1 Exits To Permanency (24 Months In Care)
C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)

Explanation of Measures:

C3.1 This measure computes the percentage of children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. The denominator consists of all children in foster care for 24 continuous months or longer on the first day of the year; the numerator includes those children with a placement episode termination date that occurred by the last day of the year and before the child's 18th birthday, and a placement episode termination reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption. This measure contributes to the third permanency composite. (Age 0 to 17 years.)

C3.3 This measure computes the percentage of children in foster care for 3 years or longer who were then either discharged to emancipation or turned 18 while still in foster care. The denominator consists of all children discharged to emancipation or who turned 18 while still in foster care during the year; the numerator includes those children for whom the time from the date of the latest removal from home to the date of discharge to emancipation, or the date the child turned 18, was equal to or greater than 3 years. This measure contributes to the third permanency composite. (Age 0 to 18 years.)

County's Performance (as reported on March 7, 2009):
C3.1 - According to the January 2009 Quarterly Data Report (Quarter 2 of Year 2008 for San Bernardino County) issued by the California Department of Social Services, of the 1,713 children who were in the foster care system on the first day of the year and by that date had been in foster care for 24 continuous months, 443 were discharged to permanency by the last day of the year and before the child's 18th birthday. This is a 25.9% rate of exit to permanency. This is an improvement in performance over the previous reporting period.

C3.3 - According to the January 2009 Quarterly Data Report (Quarter 2 of Year 2008 for San Bernardino County) issued by the California Department of Social Services, of the 284 children who during the year were discharged to emancipation or during the year turned 18 while still in foster, 175 had been in foster care for 3 years or longer on the date they were discharged to emancipation or the date they turned 18. This is a 61.6% rate of children emancipating or turning 18 without having obtained permanence. [Note: Improvement for this measure is reflected as this rate decreases.] This is a decline in performance over the previous reporting period.

County's Current Performance (1st Annual Update):
C3.1 - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 1,546 children who were in the foster care system on the first day of the year and by that date had been in foster care for 24 continuous months, 390 were discharged to permanency by the last day of the year and before the child's 18th birthday. **This 25.2% rate of exit to permanency is a decline in performance of 0.7%** when compared to the data reported for Quarter 2 of Year 2008.

C3.3 - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 279 children who during the year were discharged to emancipation or during the year turned 18 while still in foster, 164 had been in foster care for 3 years or longer on the date they were discharged to emancipation or the date they turned 18. **This**

58.8% rate of children emancipating or turning 18 without having obtained permanence is an improvement in performance of 2.8% when compared to the data reported for Quarter 2 of Year 2008. [Note 1: Improvement for this measure is reflected as this rate decreases.] [Note 2: In San Bernardino County, the Court has become more reluctant to discharge youth until their 18th birthday. The minor's attorney and the bench officers want the youth to benefit for as long as possible from ILP and other services available to the youth. Keeping the dependency open is also seen as a way to ensure that necessary services and documents are in place for the youth by the time the youth turns 18.] [Note 3: In Year 2, CFS will contact other counties to see if the numbers on this outcome area can be improved if Probation youth are included.]

Improvement Goal 1.0 Improve connections for youth to increase the likelihood of achieving permanence within given timeframe for measurable improvement.

STATUS: CPYP handbook chapter and pilot group training has been completed. Scheduled end date for pilot is Dec 2009. Countywide staff training has begun. Possible online training offered in SIP Year 2. Family Finding/Case Mining is being used. Case consultation tool has been developed. Awaiting family connections documentation features of CWS/CMS release 6.4. Increasing diligence of getting families and staff to completed the Paternity and Family Information Questionnaire. CPR policy, protocol and agenda have been rolled out to help staff be better prepared to present to CPR team. Availability of adult mentoring services for youth has increased. Referrals to CASA have increased. Referrals to kinship centers continue; however, there is no recent increase in kinship center usage. A comprehensive brochure has been developed to inform caregivers of fiscal and program services criteria and eligibility. Training of social workers on resources has been completed. Updated training and informative communications to staff will be ongoing.

Strategy 1.1 Ensure family connections are maintained. **METRIC:** This strategy will be fully implemented when CPYP, Family Finding, CPR protocol, the Monthly Case Consultation Tool, training and documentation of family connections are in place on an ongoing basis. **STATUS:** CPYP handbook chapter and pilot group training has been completed. Scheduled end date for pilot is Dec 2009. Countywide staff training has begun. Possible online training offered in SIP Year 2. Family Finding/Case Mining is being used. Case consultation tool has been developed. Awaiting family connections documentation features of CWS/CMS release 6.4. Increasing diligence of getting families and staff to completed Paternity and Family Information Questionnaire. CPR policy, protocol and agenda have been rolled out to help staff be better prepared to present to CPR team.	☒ **CAPIT** (1,2,5) ☐ **CBCAP** ☒ **PSSF** (1,2,5)	**Strategy Rationale** In order to increase the likelihood of children achieving permanence, it is important that youth are connected to individuals that provide a sense of self and a sense of relationship. This in turn, will provide alternative placement options.

Milestone 1.1.1	**1.1.1** Continue to implement and conduct pilot of CPYP (California Permanency for Youth Project) in which 40 County foster youth will be tracked as they receive CPYP services.	**Timeframe**	12 months (02/01/09-01/31/10) **STATUS:** Completed. Handbook chapter for CPYP pilot has been completed. Pilot is scheduled to end in Dec 2009.	**Assigned to**	Placement Resources Division, CPYP Presenters, Regional Supervisors, Regional Social Workers

	1.1.2 Provide regional training to selected CPYP pilot group of SSP/SSSPs on the Six Steps to Family Finding, Grief and Loss issues and Case Mining.		3 months (02/01/09-04/30/09) **STATUS:** Completed.		Placement Resources Division, System Resources Division, PERC (Performance, Education, Resource Center), CPYP Presenters
	1.1.3 Develop and provide six-step CPYP (California Permanency for Youth Project) training to all social work staff in all regions.		12 months (02/01/10-01/31/11) **STATUS:** In Progress. This is a Year 2 strategy. PERC has pulled names of people who have and have not attended the prior trainings. Not on next year's training schedule. Suggestion made to develop online training. Reviewed 2010 education plan for workers.		Placement Resources Division, System Resources Division, PERC (Performance, Education, Resource Center), CPYP Presenters
	1.1.4 Initiate review of each case for possible relatives that may be in the record.		02/01/09-ongoing **STATUS:** In Progress. Family Finding / Case Mining handbook letter written and published for use of Wrap vendors and CASA. Need to create policy and procedures for children who are not Wrap or CASA. Creating workgroup to handle this issue. Wrap is receiving some referrals and CASA has received no referrals for family finding. Need to explore why. Referral forms have been given to CASA so they can ensure this is getting done. Possible need for better tracking of outcomes in this area. Need to explore who then will do this service for kids not WRAP/CASA. Possibly SSA's or SWII's. Need to explore possible consent issues of having FFAs Group Homes, WEX workers or volunteer staff doing this work.		Regional Supervisors, Regional Social Workers

	1.1.5 Supervisors will discuss permanency at monthly case conference with their social workers utilizing a standardized form to guide the discussion.		04/01/09-ongoing **STATUS:** In Progress. Form has been designed and constructed. Beta testing and training for supervisors will occur in December 2009. Supervisor handbook committee responsible for this form. Pending automation. Countywide training and rollout dates to be determined.		Regional Supervisors, Regional Social Workers
	1.1.6 Explore methods to properly document family connections and file in case file and CWS/CMS.		6 months (03/01/09-09/30/09) **STATUS:** In Progress. CWS/CMS documenting will be in place with the 6.4 release in the Summer, 2010 and workers will be trained to enter family finding efforts into CMS. The SIP Permanency Workgroup will create a subcommittee to review CPYP documents to see if they can be utilized in this capacity.		Regional Supervisors, Program Development Department, Placement Resources Division
	1.1.7 Ensure the Paternity and Family Information Questionnaire is completed for each case file and included each time the case transfers between social workers.		02/01/09-ongoing **STATUS:** In Progress. Possible actions to be taken to ensure this is being completed: 1. Place policy in the supervisor handbook that is rolling out. 2. Place this as a checklist item in the DCS 7 transfer document. 3. Have SSSP's ensure it is completed. Court staff should be noticing SW's of forms needed to still be completed. Court staff give the form to family at detention hearing; family completes as much as possible; copy given to		Regional Social Workers

			search unit and a copy to region SW. Exploring avenues to get this information into CMS (possibly scanning) to document relationships and define who inputs into CMS. Need to update the form to be more user friendly.		
	1.1.8 Continue to revise Concurrent Planning protocol and CFS Concurrent Planning Review (CPR) documents for more in-depth permanence review.		6 months (01/01/09-06/30/09) **STATUS:** Completed. PRD has updated the protocol by creating a CPR agenda to guide the meetings in each region. This document has been published. Document may become available on CMS. This document is being tested to determine how useful it has been since publication and how the regions are using it. Will review and revise as appropriate. PRD has also revised adoptive home studies family cover sheet to better match children and families. Database matching capabilities being explored; however, lack of funding is a barrier.		Placement Resources Division, System Resources Division, Program Development Division, CPS Managers and Supervisors, Adoption Managers and Supervisors
	1.1.9 Social Worker will be prepared at each CPR to present to CPR team in order to reassess status of relatives and parents for PPLA children (Permanent Placement Living Arrangement).		02/01/09-ongoing **STATUS:** In Progress. Measures in place to assist with this, but difficult to measure preparation. New PDD documents and CPR protocol, policy and documents completed. Currently piloting usefulness of this document.		Regional Social Workers

Strategy 1.2 Increase the use of mentors to provide additional support and guidance to children and families. **METRIC:** This strategy will be fully implemented when regional staff has been trained to use CASA and other mentoring services; and referrals to CASA have increased. **STATUS:** Availability of adult mentoring services for youth has increased. Referrals to CASA have increased.	☐	**CAPIT**	**Strategy Rationale** Mentoring will provide youth with a support system to promote positive behaviors and lessen problem behaviors in order to increase the likelihood of achieving permanence.		
	☐	**CBCAP**			
	☒	**PSSF** (28)			

Milestone	Timeframe	Assigned to
1.2.1 Train staff to access and use CASA and other culturally competent community services that provide mentoring services to youth.	12 months (02/01/09-01/31/10) **STATUS:** In Progress. CASA was invited to join the SIP Permanency Workgroup to address how this milestone can be more effectively completed. CASA was given a list of CFS supervisors so CASA can schedule and conduct trainings in the regions again. Also, Children's Network has added a staff person to be a Mentoring Coordinator. CFS has partnered with Life Changing Ministries which provides adult mentors for children (ages 4 to 18) with an incarcerated parent.	Regional Supervisors, Regional New Initiatives Units, CASA; Community-Based Partners; Placement Resources Division; System Resources Division
1.2.2 Increase referrals to the CASA Program.	12 months (02/01/09-01/31/10) **STATUS:** Completed. CASA has reported that referrals have increased. CASA has provided data to confirm. As of Nov 26, 2009 CASA received referrals as shown in the table below; had a waiting list of 156 children; had conducted 25 information sessions for potential CASA volunteers; and was serving 103 youth with 97 volunteers. CASA will begin going to CFS social work unit meetings. CASA has received list of CFS unit supervisors for contact and follow-up.	Regional Social Workers, CASA Program, Court

STATUS on Milestone 1.2.2 continued:

Referrals to CASA

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2008	--	--	5	4	5	4	0	5	10	5	4	4
2009	2	6	15	16	10	11	18	13	9	18	--	--

Strategy 1.3 Increase support to relative caregivers, guardianship and adoptive families.
METRIC: This strategy will be fully implemented when social workers and caregivers are informed of the resources that are available to support permanency options.
STATUS: Referrals to kinship centers continue; however, there is no recent increase in kinship center usage. A comprehensive brochure has been developed to inform caregivers of fiscal and program services criteria and eligibility. Training of social workers on resources has been completed. Updated training and informative communications to staff will be ongoing.

☒	**CAPIT** (5,14-20,25-29)
☐	**CBCAP**
☒	**PSSF** (5,14-20,25-29)

Strategy Rationale Supportive services will increase the likelihoods of maintaining placements and connections for children.

Milestone		Timeframe		Assigned to	
	1.3.1 Refer all relative caregivers/NREFMs to a Kinship Center closest to their community.		02/01/09-ongoing **STATUS:** In Progress. New flyers have been made and distributed to each regional office and the kinship centers. These flyers were also mailed to each community partner. No recent increase in kinship center usage. Kinship staff doing external and internal trainings. Recommend that Kinship staff attend regional supervisors meetings. RAU is supportive of a formal referral to Kinship process. Formal tracking being completed with new referral sheets and excel document. Tracking all relative referrals and follow up activities. Exploring means to track whether kincaregiver engages after receiving referral. PDD will do policy. See Milestone 1.2.1.		Placement Resources Division, Regional Supervisors, Regional Social Workers
	1.3.2 Develop charts, guides and job aids for Social Workers to use in determining caregiver eligibility for programs and services.		6 months (02/01/09-07/31/09) **STATUS:** Completed. A brochure has been created to address this milestone. The brochure includes charts taken from the CalSWEC website explaining programs and services, along with relevant financial information. This brochure is pending publication and distribution.		Placement Resources Division, Program Development Division
	1.3.3 Train social workers, caregivers and relatives/NREFMs (Non-Related Extended Family Members) on the resources that are available to them such as Kinship Guardian Assistance Program (KinGAP), Specialized Care Rates (SCR's), TANF ECF and Adoption Assistance Program (AAP).		8 months (02/01/09-09/30/09) **STATUS:** Completed. Training will be ongoing. See 1.3.2. An FYI or "Did You Know" flyer is effective in pushing this type of reminder and updated information out to staff. TANF ECF has been added to this milestone as a resource.		Placement Resources Division, Regional Supervisors

	1.3.4 Train social workers on post-adoptive services for families through the provision of contact numbers and written material explaining the services.		8 months (02/01/09-09/30/09) **STATUS:** Completed. See 1.3.4		Placement Resources Division, Regional Supervisors

Improvement Goal 2.0 Increase the number of children placed in a family setting.
STATUS: Foster and adoptive parent recruitment events continue to be conducted. Pilot use of an ETO database has enhanced the licensing approval process. Evaluation of the pilot use of the ETO continues. RBS is pending State approval. County's continuum of care may expand to include FFA's. Wrap and other intensive services are being utilized by CFS and Probation to support children and families in lower level of care placement. Wrap slots may increase in SIP Year 2, depending on funding. Wrap may be used to step down children from RBS. Wrap refresher training and survey were administered to staff. The County continues to improve relationships and communication with Tribes. Potential placement with Indian families is available through a local ICWA FFA/Adoption agency. The County looks forward to the possibilities presented by AB1325 Tribal Customary Adoption (TCA). Some social workers received initial TCA training. More African American churches have stepped forward to help build capacity for resource family homes. Wrap continues to be utilized by CFS and Probation for high risk target groups.

Strategy 2.1 Increase the number of County licensed foster and adoptive families. **METRIC:** This strategy will be completed when the County achieves a net increase in the number of resource families. **STATUS**: Foster and adoptive parent recruitment events continue to be conducted. Pilot use of an ETO database has enhanced the licensing approval process. Evaluation of the pilot use of the ETO continues.	☒ **CAPIT** (1,14) ☐ **CBCAP** ☒ **PSSF** (1,14)	**Strategy Rationale** Early identification of potential resource families is critical to timely and successful adoption of a child in a permanent home.	

Milestone		Timeframe	Assigned to
	2.1.1 Schedule and conduct community oriented events to recruit foster and adoptive families.	03/01/09-ongoing **STATUS:** Completed. Promotional items and informational materials are distributed at a variety of community events including golf tournaments. Need to gather and evaluate data on event attendance as well as follow-up with interested families.	Placement Resources Division, Regional New Initiatives Units, Community Partners
	2.1.2 Conduct pilot to test the expedited applicant licensing approval process.	12 months (03/01/09 to 02/28/10) **STATUS:** Completed. CFS began using the UC Berkeley/Annie E Casey Foundation Family to Family Efforts to Outcome Recruitment, Development and Support database in June 2009. The county staff has	Placement Resources Division, Legislation and Research Unit

			been working to enter all foster parent applicant data for 2009 in the database. CFS needs time to learn the new system, improve data entry, implement policy and procedures and develop reports from the application to increase the number of foster/adoptive families.		
	2.1.3 Enhance the existing foster home application tracking process to determine how many applicants become licensed foster parents.		6 months (02/01/09-07/31/09) **STATUS:** In Progress. Staff currently learning the ETO system to help identify the bottleneck from application to licensing. The ETO now contains 2 to 4 months of data. As of Nov 23, 2009, for 2009 there have been 954 potential foster/adoptive parent applicants who have participated in San Bernardino County's Taking Care of Business Day to licensing foster/adoptive parents. As of Nov 23, 2009, 58 of the foster/adoptive parent applicants have been licensed.		Placement Resources Division
	2.1.4 Evaluate the results of the pilot to determine if the goals of the pilot were reached.		7 months (08/01/09-02/28/10) **STATUS:** In Progress. See 2.1.3. Only 2-4 months of data thus far. Need more time and data to evaluate outcomes and see trends. Results will be determined after ETO evaluation of data.		Placement Resources Division, Legislation and Resources Unit

Strategy 2.2 Facilitate movement of children from a group home or institutionalized care to the least restrictive level of care in a family setting of a County licensed foster home, a Foster Family Agency home, or a relative home. **METRIC:** This strategy will be fully implemented when WRAP, RBS and other intensive services are effectively used to move children to lower levels of care. **STATUS:** RBS is pending State approval. County's continuum of care may expand to include FFA's. Wrap and other intensive services are being utilized by CFS and Probation to support children and families in lower level of care placement. Wrap slots may increase in SIP Year 2, depending on funding. Wrap may be used to step down children from RBS. Wrap refresher training and survey were administered to staff.	☒	**CAPIT** (1,13)	**Strategy Rationale** Placing children in a family setting will increase the likelihood of achieving permanence.
	☐	**CBCAP**	
	☒	**PSSF** (1,13)	

STATUS (please see Milestone 2.2.2):

	# of Children Admitted into Wraparound		
County Department	2008 (Jan-Dec)	2009 (Jan-Nov)	% Change from 2008 to 2009
CFS	191	221	15.7%
Probation	117	136	16.2%
Total	308	357	15.9%

Milestone		Timeframe		Assigned to	
	2.2.1 Begin utilizing the concepts of Residential Based Services (RBS).		12 months (02/01/09-01/31/10) **STATUS:** Start date was pushed back to 3/2009. Pending State approval to proceed. All paperwork for approval to proceed has been submitted to the State as of 12-17-2009. CFS expects to submit the RBS MOU to the County Board of Supervisors in late Jan 2010. The County plans to expand its continuum of care to include FFA providers to operate ITFC homes as a step down from group care and bridge to family care as of Spring 2010.		Placement Resources Division, Regional Supervisors, Regional Social Workers, RBS Presenters, Legislation and Research Unit
	2.2.2 Increase utilization of available services including Wrap and other intensive services through the County Department of Behavioral Health to support child and family in lower level placement.		02/01/09-ongoing **STATUS:** Completed. Children and Family Services and Probation have increased the utilization of Wraparound services from 2008 to 2009 YTD by 15.9%, with an increase of 15.7% for CFS and 16.2% for Probation. Please refer to Wraparound table above. The County will expand the Wrap contract to include step down from RBS. In SIP Year 2, if funding permits, CFS hopes to increase contracted slots to Wrap vendors from the current level of 300 to a new level of 387.		Placement Resources Division, Regional Supervisors, Regional Social Workers
	2.2.3 Provide refresher training and do outreach to staff regarding utilization of available services such as Wrap.		02/01/09-ongoing **STATUS:** Completed. As part of an outreach strategy to increase utilization of Wraparound, a survey		Placement Resources Division, System Resources Division

			of CFS social workers was conducted in February 2009 to learn about the following: ▪ Staff's awareness of new eligibility requirements for Wraparound. ▪ Interest in using Wraparound services. ▪ Utilization of Wraparound services. ▪ Opinions about the referral process. ▪ Satisfaction with Wraparound services and staff. ▪ Barriers to Wraparound. Results from this survey were used to develop further outreach strategies, educate workers on Wraparound, and address barriers and issues related to Wraparound services.		

Strategy 2.3 Intensify efforts to place high risk target groups (Native American and African American children) in culturally sensitive family settings. **METRIC:** This strategy will be fully implemented when an ongoing process is utilized to place Native American and African American children in culturally sensitive family settings. **STATUS:** The County continues to improve relationships and communication with Tribes. Potential placement with Indian families is available through a local ICWA FFA/Adoption agency. The County looks forward to the possibilities presented by AB1325 Tribal Customary Adoption (TCA). Some social workers received initial TCA training. More African American churches have stepped	☒	**CAPIT** (1) ☐ **CBCAP** ☒ **PSSF** (1)	**Strategy Rationale** Native American and African American children have been identified as high risk groups for difficulty in finding a placement in a culturally sensitive family setting.

forward to help build capacity for resource family homes. Wrap continues to be utilized by CFS and Probation for high risk target groups.					
Milestone	**2.3.1** Establish relationships with Tribal representatives and case managers to facilitate identification of prospective homes for Native American children.	Timeframe	12 months (02/01/09-01/31/10) **STATUS:** Completed. CFS has developed an ongoing relationship with local Tribes. Each region has staff assigned to ICWA matters. On a few occasions, Indian Child & Family Services (ICFS) has provided the Court and CFS with an overview of the services available through ICFS, including placement services. ICFS is also an FFA that has Indian families that can provide a home to Indian foster children. ICFS has its own adoption agency. ICFS is an ICWA agency that provides services to and represents a consortium of eight Indian Tribes. The County has great interest in AB1325, Tribal Customary Adoption (TCA) and has plans to implement as of July 1, 2010. The County is awaiting an ACL from the State regarding TCA. This bill can help tribes identify pre-adoptive homes and increase permanency. County staff attended the Morongo Tribe ICWA conference in Nov 2009 where TCA was highlighted. Staff has received initial training to start understanding this new permanency option. Additionally, please see mentoring services in Milestone 1.2.1.	Assigned to	System Resources Division, Placement Resources Division, Regional Supervisors, Regional Social Workers

	2.3.2 Continue capacity building in communities for prospective homes for African American children.		12 months (02/01/09-01/31/10) **STATUS:** In Progress. This is an important focus county-wide, particularly in the Central Region. Various African American churches are community partners and allow the County to have information/recruitment booths at their events, as well as participate in F2F strategy groups. Additionally, please see mentoring services in Milestone 1.2.1.		Placement Resources Division, Family To Family Resource, Training and Support committee (RTS), Regional New Initiatives Supervisors
	2.3.3 Increase utilization of available services such as Wrap for high risk target groups.		02/01/09-ongoing **STATUS:** In Progress. While there was a 15.9% increase in utilization of Wraparound services for all ethnic groups from 2008 to 2009, there was only a 12.8% increase for African American children. The number of African American children from CFS who participated in Wraparound increased by 27.9% from 2008 to 2009. However, the number of African American children from Probation decreased by 5.7% although the number of overall Wraparound cases from Probation increased by 16.2% during this same time period.		Regional Social Workers

STATUS on Milestone 2.3.3 continued:

	# of African American Children Admitted into Wraparound		
County Department	2008 (Jan-Dec)	2009 (Jan-Nov)	% Change from 2008 to 2009
CFS	43	55	27.9%
Probation	35	33	-5.7%
Total	78	88	12.8%

The number of Native American children has remained the same from 2008 to 2009.

	# of Native American Children Admitted into Wraparound		
County Department	2008 (Jan-Dec)	2009 (Jan-Nov)	% Change from 2008 to 2009
CFS	2	2	0.0%
Probation	0	0	0.0%
Total	2	2	0.0%

Improvement Goal 3.0 Increase the use of Family To Family interventions to build a team-based approach to permanency. **STATUS**: CPR process has been updated. FGDM coordination may become regional responsibility. Staffing for FGDMs is a concern. Transitioning Out Conference (TOC) is being used successfully in the pilot region. TOC is being facilitated in other regions by Family Court Mediators. TOC will be rolled out to other regions in SIP Year 2. Placement move TDMs and exit TDMs have increased. TDM data cleanup and data entry training has been completed. TDM training for staff and supervisors is in progress. Further TDM training is being developed. Participation in Families For Life Pilot continues. Regional New Initiative Units continue to recruit and engage community partners. Regional resource banks are updated with new and current resource information. Community partner newsletters will be expanded. CFS participates in the 211 system. CFS website will continue to carry resource information.			
Strategy 3.1 Conduct an individual permanency planning team meeting every six months until the case is dismissed. **METRIC:** This strategy will be fully implemented when staff is trained to effectively use TDMs, FGDMs, CPRs and other services to provide for a permanency planning process for all CWS children on a frequency of six months minimum. **STATUS**: CPR process has been updated. FGDM coordination may become regional responsibility. Staffing for FGDMs is a concern. Transitioning Out Conference (TOC) is being used successfully in the pilot region. TOC is being facilitated in other regions by Family Court Mediators. TOC will be rolled out to other regions in SIP Year 2. Placement move TDMs and exit TDMs have increased. TDM data cleanup and data entry training has been completed. TDM training for staff and supervisors is in progress. Further TDM training is being developed. Participation in Families For Life Pilot continues.	☒ ☐ ☒	**CAPIT** (14,24,27) **CBCAP** **PSSF** (14,24,27)	**Strategy Rationale** Conducting a meeting with the entire family will allow the social workers to assist the family in assuming responsibility for the care of their children thus increasing the likelihood of reunification or placement with a relative caregiver for permanence.

Milestone		Timeframe		Assigned to	
	3.1.1 Provide for a permanency planning process to include appropriate services such as Concurrent Planning Review (CPR) and Family Group Decision Making (FGDM) at a minimum of every six months until the case is dismissed.		12 months (02/01/09-01/31/10) **STATUS:** Completed. CPR policy and new documentation completed and published. FGDM: Received list of all current facilitators from each region, clarified responsibilities and sent information to SIP workgroups, Requested UC Davis to provide 4 day county trainings, contacted regional supervisors to provide individualized FGDM training to units, holding on training to answer centralization/decentralization question. Availability of a sufficient number of trained staff will effect the number and frequency of FGDMs completed. Transitioning Out Conferences (TOC) are currently being conducted in the Western Region. These strength-based permanency planning conferences include the second chance at Reunification Services, WIC 366.3 for youths in Long-Term Foster Care (LTFC). TOC addresses transitioning issues such as what needs to happen and in what order; what the child needs; and who is going to help. A plan has been developed to push TOC out to the other regions to utilize as a permanency planning option. Rollout to other regions will be 02/2010. Writing of policy is nearing completion. Family Court Mediators are collaborating on this Milestone by facilitating TOCs in the CFS Central Region and the CFS Eastern Region.		Placement Resources Division, Regional Supervisors, Regional Social Workers

	3.1.2 Expand TDMs to include all children at all phases in the child welfare system.		3 years (02/01/09-01/31/12) **STATUS:** In Progress. The timeframe for this milestone extends through Year 2 and Year 3. This milestone has been completed for the Western and Central Regions. The county has expanded the number of placement move TDMs and exit from placement TDMs from 2008 to 2009. There were 214 placement move TDMs in 2008 and 237 placement move TDMs held Jan to Nov 3, 2009. The county has significantly increased the number of Exit TDMs from 58 in 2008 to 80 for Jan to Nov 3, 2009. The SIP Placement Workgroup recommends that TDM facilitators conduct a Q&A at unit meetings in the regions. The Workgroup also recommends that new workers learn about and experience TDMs.		Placement Resources Division, Regional New Initiatives Supervisors
	3.1.3...Review Team Decision Making (TDM) protocols. Ensure that staff receives updates. Review and retrain staff as necessary.		02/01/09-ongoing **STATUS:** Completed. Expanding use of TDMs is a Department priority. LRU has trained staff responsible for tracking and coding TDM completions. LRU has also done data clean-up. See 3.1.2. PERC is planning formal training. Supervisors will receive update training at supervisors meeting.		Placement Resources Division, Countywide TDM Strategy Committee, Regional New Initiatives Supervisors
	3.1.4 Participate in "Families For Life" pilot to demonstrate and evaluate the feasibility of a team-based approach to permanency.		18 months (04/01/09-09/30/10) **STATUS:** In Progress. In SIP Year 1, the County began participating in the FFL pilot. In SIP Year 2, the County will continue to evaluate its ability to expand beyond the pilot.		Placement Resources Division, Eastern Region

			Expansion of principles will occur when CPYP is expanded. Policy is in CPYP handbook chapter. Difficult to remove from CPYP work. Evaluating how FFL is going with the 2 children in the pilot and what is the extent of the work around this type of teaming. County is trying to determine if it is feasible to rollout FFL to greater countywide usage in light of the expanded detail and scope of work that is required in order to use FFL for all eligible children. A workgroup has been initiated to look into this expansion.		
Strategy 3.2 Continue to build relationships and resources in the community. **METRIC:** This strategy will be completed when CFS demonstrates net increase in the number of Community Partners engaged in assisting families and has developed a comprehensive list of resources available to families. **STATUS:** Regional New Initiative Units continue to recruit and engage community partners. Regional resource banks are updated with new and current resource information. Community partner newsletters will be expanded. CFS participates in the 211 system. CFS website will continue to carry resource information.		☒ **CAPIT** (5,15) ☐ **CBCAP** ☒ **PSSF** (5,15)	**Strategy Rationale** Inform families of resources in their community that may meet their needs.		
Milestone	**3.2.1** Increase Community Partners to address the variety of needs a family may have.	**Timeframe**	02/01/09-ongoing **STATUS:** Completed. New Initiative Units in all regions are continuously engaging additional Community Partners.	**Assigned to**	Regional Social Workers, Regional New Initiatives Supervisors
	3.2.2 Collect information on available resources.		03/01/09-ongoing **STATUS:** Completed. CFS New Initiative Units canvas their communities to update their bank of resources available to meet the needs of children and their families. Delivery of newsletter for community partners will be expanded.		System Resources Division, Placement Resources Division

	3.2.3 Create community resource materials that can be made available to every family and utilize existing systems such as the County's 211 system.		12 months (03/01/09-03/01/10) **STATUS:** Completed. Resource materials are updated on an ongoing basis and are available to families. CFS participates in the 211 system. In addition, CFS resource lists will be posted and maintained on the CFS Intranet website, the CFS Internet website and in the online tools section of the agency website.		System Resources Division, Placement Resources Division, Program Development Division, Regional Supervisors, Regional Social Workers

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Staff/Provider Training – A need for increased training in a more comprehensive understanding of cultural diversity and sensitivity was identified during the CSA. Also identified was the need for more specific training on working with Native American tribes, the adoption process of ICWA children and learning about culturally appropriate community resources and contacts. Currently, the Regional New Initiatives Supervisors are working with the community agencies affiliated with the Tribes in order to bridge the communication between social worker staff and Tribal agencies, thereby increasing the knowledge and provision of culturally appropriate services.

STATUS: A consortium of eight Tribes has developed a cultural training curriculum. The consortium is interested in presenting that training to CFS and Probation staff in the regions. Staff has recently attended a two-day training at the Morongo Reservation. This training included an introduction to AB1325 Tribal Customary Adoption.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Maintain technical assistance for the California Permanency for Youth Project. Staff and provider training on cultural diversity/sensitivity, family engagement, family finding, grief and loss issues and the services available to stabilize families.

STATUS: These trainings have been made available to staff, including Probation staff.

Identify roles of the other partners in achieving the improvement goals.

CFS is working with a number of contracted agencies and other community partners to implement the above referenced strategies, including Family To Family and the California Permanency for Youth Project.

STATUS: CFS continues to collaborate with partners to implement these strategies.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Revise relative approval requirements to enable more children to obtain permanence in a relative's home. Expand definition of permanence (and methodology to measure exits to permanency) to include legal guardianship by non-relative caregivers.

STATUS: CFS will continue efforts to promote these changes. In SIP Year 2, CFS will further define the desired changes to relative approval requirements.

Outcome/Systemic Factor: C4.3 Placement Stability (At Least 24 Months In Care)

Explanation of Measure:

C4.3 This measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or more; the numerator is the count of these children with two or fewer placements. This measure contributes to the fourth permanency composite. (Age 0 to 17 years.)

County's Performance (as reported on March 7, 2009): C4.3 - According to the January 2009 Quarterly Data Report (Quarter 2 of Year 2008 for San Bernardino County) issued by the California Department of Social Services, of the 2,329 children who have been in the foster care system for 24 months or more, 752 have had 2 or fewer placements. This is a 32.3% rate of placement stability. This is a decline in performance over the previous reporting period.

[Note: Improvement in this measure will be difficult to meet for several reasons. Appropriate placements for some children initially may be difficult to find due to psychological, emotional, and/or behavioral issues often not yet understood or documented in the early stages of placement. Some children who remain in foster care for 24 months or longer may have serious psychosocial needs. While a child is being fully assessed, multiple placements may occur in an attempt to meet the child's needs. Also, once a child has more than two placements there is no longer an opportunity to improve on this outcome, even though the most recent placement (after the initial two) may have been very lengthy and contributed to stability for that youth.]

County's Current Performance (1st Annual Update): C4.3 - According to the October 2009 Quarterly Data Report (Quarter 1 of Year 2009 for San Bernardino County) issued by the California Department of Social Services, of the 2,080 children who have been in the foster care system for 24 months or more, 681 have had 2 or fewer placements. **This 32.7% rate of placement stability is an improvement in performance of 0.5%** when compared to the data reported for Quarter 2 of Year 2008. [Note 1: Improvement in this measure will be difficult to meet for several reasons. Appropriate placements for some children initially may be difficult to find due to psychological, emotional, and/or behavioral issues often not yet understood or documented in the early stages of placement. Some children who remain in foster care for 24 months or longer may have serious psychosocial needs. While a child is being fully assessed, multiple placements may occur in an attempt to meet the child's needs. Also, once a child has more than two placements there is no longer an opportunity to improve on this outcome, even though the most recent placement (after the initial two) may have been very lengthy and contributed to stability for that youth.] [Note 2: The County recognizes that for this SIP, the only way to improve C4.3 on youths who have already had more than 2 placements is to exit more of these kids to permanency. In the 2 years left in this SIP, the County will not be able to show improvement in this measure by reducing the number of front end placements to 2 or less, as those youths will not appear in this measure until 24 months from now. Correcting Probation data as planned in Improvement Goal 3.0 will have an impact on this measure.]

Improvement Goal 1.0 Increase awareness of permanency options, including the services and financial payments available through those permanency options.
STATUS: Brochure on permanency options and financial information has been completed. Other existing materials will continue to be reviewed and revised as necessary in SIP Year 2. CFS advanced supervisor training has begun. Revisiting parental capacity is a topic of this supervisor training. Probation supervisors continue to train staff. New brochure addresses permanency options. Social workers need refresher training to effectively provide permanency options information to caregivers. CFS may publish this information to its website. Staff provision of this information may be tracked.

Strategy 1.1 Provide refresher training to staff on the financial aspects and services available to caregivers and children through guardianship, KinGAP and AAP. **METRIC:** This strategy will be completed when regional staff has received refresher training on this topic. **STATUS:** Brochure on permanency options and financial information has been completed. Other existing materials will continue to be reviewed and revised as necessary in SIP Year 2. CFS advanced supervisor training has begun. Revisiting parental capacity is a topic of this supervisor training. Probation supervisors continue to train staff.	☒ **CAPIT** (1,14,16,18-20) ☐ **CBCAP** ☒ **PSSF** (1,14,16,18-20)	**Strategy Rationale** Fluctuations in staff and changes in program requirements necessitate that training be continually updated and administered. This training also re-enforces the social workers' role to promote caregiver support.

	Milestone	Timeframe	Assigned to
1	**1.1.1** Review existing materials, policies, procedures and fliers on permanency options and related financial issues.	6 months (02/01/10-02/31/11) **STATUS:** This is a Year 2 Milestone which is already In Progress in Year 1. Note the brochure completed for Milestone 1.2.1 of this same Improvement Goal 1.0. The SIP Permanency Workgroup is the forum though which ongoing review will take place. The workgroup will conduct a review of what other counties are doing in regards to the focus of this milestone.	Placement Resources Division, Program Development Division
2	**1.1.2** Identify program trainers (including providers of Wrap and other specialized services) and develop a schedule for training staff in the regions.	6 months (04/01/09-10/31/09) **STATUS:** In Progress. This training includes the services and financial aspects of permanency options. Another topic is the need to revisit parental capabilities for possible permanent placement. Advanced CFS supervisor training has begun. See Milestone 1.1.3.	Regional Supervisors, Placement Resources Division, System Resources Division, PERC (Performance, Education Resource Center)

	1.1.3 Implement training at the regional level.		6 months (10/01/09-03/31/10) **STATUS:** In Progress. This training is currently taking place in a 3-day advanced CFS supervisor training. The parental capacity module has already been completed. The final day of training is in February 2010. In the Probation Department, the Probation Wrap supervisors train line staff.		Regional Supervisors, Regional Managers, System Resources Division, PERC (Performance, Education Resource Center)

Strategy 1.2 Inform caregivers of permanency options and impact on services and payments. **METRIC:** This strategy will be completed when the brochures have been published and Social Workers begin an ongoing process of distributing and explaining the brochures to caregivers. **STATUS:** New brochure addresses permanency options. Social workers need refresher training to effectively provide permanency options information to caregivers. CFS may publish this information to its website. Staff provision of this information may be tracked.	☒ **CAPIT** (1,2,5,14-20,27) ☐ **CBCAP** ☒ **PSSF** (1,2,5,14-20,27)	**Strategy Rationale** CFS social work staff need to be able to provide information regarding permanency options and continue those discussions necessary to appropriately plan for the child's permanency.

Milestone	**Timeframe**	**Assigned to**
1.2.1 Develop brochures.	6 months (04/01/09-10/31/09) **STATUS:** Completed. Brochure has been created that addresses this milestone. Brochure is pending publication and distribution.	Program Development Division, Placement Resources Division
1.2.2...At monthly meetings, Social Worker will provide caregivers with brochures and information regarding permanency options.	10/31/09-ongoing **STATUS:** In Progress. Refresher training needed for all SW's. Exploring possibility of publishing this information on department website. Exploring system for tracking Social Workers' completion of this task.	Regional Social Workers

Improvement Goal 2.0 Develop placement matching process to improve stability of out-of-home placements.
STATUS: CFS conducts licensing recruitment events in each region three times per year. FFAs have agreed to share attributes of their foster homes. The Western Region has developed a geographical profile of their resource family homes. CFS is exploring the expanded use of an existing ETO and CWS/CMS to facilitate placement matching. Social workers are being encouraged to share child characteristics with CPU for more effective matching. Efforts are being made to regionalize case management in order to accommodate geographical preferences when placing a child. Please see chart in Strategy 2.2 regarding Placement Changes Due To Unsuitable Placement. While the placement matching information and placement disruption information is captured in CWS/CMS, it is not readily available for tracking purposes.

Strategy 2.1 Build capacity for resource homes in all communities. **METRIC:** This strategy will be completed when the County realizes a net increase in the number of resource homes in all communities. **STATUS**: CFS conducts licensing recruitment events in each region three times per year.	☒ **CAPIT** (1,5,14-16,20) ☐ **CBCAP** ☒ **PSSF** (1,5,14-16,20)	**Strategy Rationale** Increasing the number of resource homes will help to increase the array of appropriate homes to choose from when matching a child to a placement.	

Milestone	Timeframe	Assigned to
2.1.1 Continue to intensify recruitment of resource families countywide.	12 months (02/01/09-01/31/10) **STATUS:** Completed. CFS conducts licensing recruitment events in each region three times per year. SIP Placement Workgroup recommends that CFS speed up licensing process and testing.	Placement Resources Division, Family To Family (F2F) – Building Community Partners Committee (BCP), Family To Family Recruitment and Training Strategies Committee (RTS)

Strategy 2.2 Develop and maintain a placement matching process. **METRIC:** This strategy will be completed when a maintainable placement matching process has been implemented allowing ongoing data entry and matching of caregiver/home attributes with child characteristics. This process, due to lack of funding, will be automated only to the extent possible using the current capabilities of CWS/CMS. **STATUS**: FFAs have agreed to share attributes of their foster homes. The Western Region has developed a geographical profile of their resource family homes. CFS is exploring the expanded use of an existing ETO and CWS/CMS to facilitate placement matching. Social workers are being encouraged to share child characteristics with CPU for more effective matching. Efforts are being made to regionalize case management in order to accommodate geographical preferences when placing a child.	☒ **CAPIT** (1,14,20) ☐ **CBCAP** ☒ **PSSF** (1,14,20)	**Strategy Rationale** Placement matching will increase effectiveness and help to eliminate numerous placement changes. Central Placement Unit (CPU) workers will develop "expertise" or familiarity with resource parents' skills and abilities. Capturing information on the child will allow the CPU worker to share the child's prior behavior with the resource parents.

STATUS (continued): Percent of Foster Care Placement Changes Due to Unsuitable Placement from Nov08 to Nov09 for San Bernardino County
(Data Source: SafeMeasures data extract 12/14/2009)

	Nov08	Dec08	Jan09	Feb09	Mar09	Apr09	May09	Jun09	Jul09	Aug09	Sep09	Oct09	Nov09
% of Unsuitable Placement Changes	29.2%	25.9%	32.9%	32.7%	35.7%	33.8%	39.1%	37.5%	39.0%	35.0%	31.7%	27.9%	35.2%

Note1: 10% reduction in funding began July 2009.
Note2: Unsuitable Placement Changes are changes because of 1) Child's Behavior; 2) Complaint on foster home; 3) Foster home/agency request; 4) Higher level of care needed; 5) Lower level of care needed; 6) Other (with a new placement found).

Milestone	Timeframe	Assigned to
2.2.1 Survey, collect and maintain a list of attributes for each caregiver, including abilities to care for teenagers or children with special needs.	04/01/09-ongoing **STATUS:** In Progress. CFS maintains an MOU with FFAs and a developing list of attributes of available foster homes. The Western Region has developed a geographical profile of their resource family homes. County licensing maintains a database of their homes and broader use of this system is being explored. CFS is also exploring the current capabilities of CWS/CMS to facilitate the process described in this milestone. The County currently pre-screens FFAs.	Placement Resources Division, System Resources Division, Program Development Division
2.2.2 Survey types of children referred to Central Placement Unit. Social Workers will continue to provide characteristics of the child (special needs, special behaviors, etc).	04/01/09-ongoing **STATUS:** In Progress. Since all types of children are referred to CPU when placement is needed, survey is less helpful than educating SWs to thoroughly assess and to fully participate with CPU in placement selection. Current practice is being reviewed and suggestions for improvement will be made.	Placement Resources Division, System Resources Division, Program Development Division, Regional Social Workers and Supervisors

	2.2.3 Capture area and location of home and preference of placement location for the child.		04/01/09-ongoing **STATUS:** Completed. Refer to 2.2.2. All regions are now assigned geographically to children and families. Resource family homes are being sorted by zip code and made available to each region. Ideally, SWs will develop good working relationships with resource families in their areas.		Placement Resources Division, Regional Social Workers and Supervisors
	2.2.4 Enter and maintain data in an automated system to facilitate placement matching.		04/01/09-ongoing **STATUS:** In Progress. See 2.2.1.		Program Resources Division, System Resources Division

Strategy 2.3 Develop and implement procedures for matching, tracking and monitoring placements; and tracking placement disruptions. **METRIC:** This strategy will be completed when the County develops and implements procedures to match, track and monitor placements in addition to tracking placement disruptions. **STATUS**: While the placement matching information and placement disruption information is captured in CWS/CMS, it is not readily available for tracking purposes.	☒ **CAPIT** (1,16) ☐ **CBCAP** ☒ **PSSF** (1,16)	**Strategy Rationale** To support the success and stability of the placement, the caregiver needs complete knowledge of the child's behavior.

Milestone		Timeframe		Assigned to	
	2.3.1 Develop procedures.		12 months (02/01/09-01/31/10) **STATUS:** In Progress. While each child's placement/placement disruption is monitored by SW and recorded in CMS, that data must be retrieved case by case. Other systems are being considered.		Placement Resources Division, Program Development Division, System Resources Division, Regional Social Workers and Supervisors
	2.3.2 Implement procedures.		6 months (02/01/10-07/31/10) **STATUS:** In Progress. See 2.3.1.		Placement Resources Division

Improvement Goal 3.0 Improve Probation placement stability outcome data

STATUS: Probation has helped the State to identify problems with form SOC158A and the query used to pull data for the State's open placement report. Awaiting State's changes to SOC158A and associated codes. Probation will have CWS/CMS access in 2010. Probation continues to revise the In/Out form. Protocol will be changed to reflect those changes. Protocol has been changed to redefine change in placement. SOC158A forms are now submitted to the State on a more frequent basis. According to CDSS, Probation is "looking good on limbo cases." Probation will continue to review and resolve discrepancies identified by the State. Probation has implemented a manual system to track placement stability data. Placement stability data will be easier to track when Probation is given access to CWS/CMS.

Strategy 3.1 Assist the State in revising form SOC158A and protocol for completing and submitting the form, including the addition of code(s) necessary to properly record a change in placement. **METRIC:** This strategy will be fully implemented when the County has communicated to the State the County's recommendations for changes to the form, protocol and codes. **STATUS**: Probation has helped the State to identify problems with form SOC158A and the query used to pull data for the State's open placement report. Awaiting State's changes to SOC158A and associated codes. Probation will have CWS/CMS access in 2010.	☐ CAPIT ☐ CBCAP ☐ PSSF	**Strategy Rationale** Currently, form SOC158A does not contain coding necessary to capture all changes in placement status.		
Milestone	**Timeframe**		**Assigned to**	
3.1.1 Identify problems with Probation placement data reported by the State, such as youth in non-coded, non-foster care placements.		3 months (02/01/09-05/31/09) **STATUS:** Completed. Problems have been identified by this County and other counties. An SCR is being developed by this County to change the query for pulling data for the State's open placement report. CWS/CMS access for Probation scheduled for 2010.		Legislation and Research Unit, Probation Placement Supervisor
3.1.2 Assist the State in identifying changes to the SOC158A that will correctly capture and code placement data.		12 months (02/01/09-01/31/10) **STATUS:** Completed. Assisted State in identifying needed changes. Awaiting State's revision to the codes and the SOC158A.		Legislation and Research Unit, Probation Division Director
Strategy 3.2 Revise Probation Department's In/Out Slip (an internal form) and related protocol for completing and	☐ CAPIT ☐ CBCAP	**Strategy Rationale** Expanding the use of this internal form will provide department fiscal personnel with notice of each		

submitting the In/Out Slip and the County's process for submitting the State form SOC158A. **METRIC:** This strategy will be fully implemented when the In/Out Slip along with its protocol has been revised and the SOC158A is scheduled to be sent in a more timely manner. **STATUS**: Probation continues to revise the In/Out form. Protocol will be changed to reflect those changes. Protocol has been changed to redefine change in placement. SOC158A forms are now submitted to the State on a more frequent basis.	☐	**PSSF**	occurrence of a Probation child being physically moved from one placement to another. Batching and submitting the SOC158A on a flow basis (whenever there is a change in placement) will provide the State with County data in a more timely manner.	

Milestone	Timeframe	Assigned to
3.2.1 Adapt the In/Out form to include instructions on the appropriate use of the form (when to use the form and which codes to use).	6 months (02/01/09-07/31/09) **STATUS:** In Progress. Revision of the In/Out form still in progress. Protocol has been changed to recognize every physical change of location as a change in placement regardless of the fiscal issues involved.	Probation Placement Supervisor
3.2.2 Change the list of individual events that trigger the use of the In/Out Slip.	6 months (02/01/09-07/31/09) **STATUS:** see 3.2.1.	Probation Placement Supervisor
3.2.3 Revise department proctocol to show that Probation Fiscal Staff will complete SOC158A from information received on In/Out Slips, batch and send to State on a flow basis.	6 months (02/01/09-07/31/09) **STATUS:** Completed. Protocol has been changed to batch and submit completed SOC158A forms to the State on a more frequent continuous flow basis.	Probation Placement Supervisor, Probation Fiscal, Probation Division Director
3.2.4 Review the changes to this form and related protocol with Probation Officers and fiscal staff at regular staff meetings.	12 months (02/01/09-01/31/10) **STATUS:** Review of the In/Out form will begin when changes to the form have been finalized.	Probation Placement Supervisor

Strategy 3.3 Ensure that placement is closed out for AWOL youth who have reached their 18th birthday. **METRIC:** This strategy will be implemented when AWOL youth who have reached their 18th birthday are identified and their placement episode is closed out on an ongoing basis. **STATUS:** According to CDSS, Probation is "looking good	☐	**CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** State listing shows youth still in placement regardless of the fact that they have reached their 18th birthday. Closing out these placements will improve placement stability outcome data.

on limbo cases." Probation will continue to review and resolve discrepancies identified by the State.				
Milestone	**3.3.1** Compare the State's open placement list with the County's open placement list (provided by the County Legislation and Research Unit) to identify AWOL youth who have reached their 18th birthday.	Timeframe	02/01/09-ongoing **STATUS:** Completed. This process will continue on an ongoing basis.	Assigned to: Probation Placement Unit, Probation Fiscal
	3.3.2 Use JNET (Juvenile Network), SOC158A Manual and other available resources to research potential problem data on the open placements lists.		02/01/09-ongoing **STATUS:** Completed. This process will continue on an ongoing basis.	Probation Fiscal Clerks
	3.3.3 Probation Officers will complete and submit an In/Out Slip for each AWOL youth who has reached their 18th birthday.		02/01/09-ongoing **STATUS:** Completed. This process will continue on an ongoing basis.	Probation Officers

Strategy 3.4 Use State "reconciliation batches" to clean up Probation placement data. **METRIC:** This strategy will be completed when County Probation has a process in place for ongoing research and reconciling of open placement episodes shown on State's reconciliation batches; and when County Probation begins to use the appropriate codes on the SOC158A (pending State's revision of codes). **STATUS:** According to CDSS, Probation is "looking good on limbo cases." Probation will continue to review and resolve discrepancies identified by the State.	☐ CAPIT ☐ CBCAP ☐ PSSF	**Strategy Rationale** In the early part of 2009, the California Department of Social Services (CDSS) will begin to send out "reconciliation batches" to notify each county of potentially incorrect placement data.

Milestone	**3.4.1** Identify reasons for data shown in the reconciliation batches, such as youth with an open placement episode, but no placement.	Timeframe	02/01/09-ongoing **STATUS:** Completed. These cases were dismissed and discharged. Process of researching and reconciling will continue on an ongoing basis. Probation is still working on cleaning up the limbo youths when they are given a limbo list by the state and/or by LRU. While Probation still has limbo youths, the number of limbo youths is smaller than when this issue was first identified.	Assigned to	Probation Placement Unit, Probation Fiscal
	3.4.2 Use appropriate codes on the SOC158A to correct placement data and submit to State.		02/01/10-ongoing **STATUS:** Pending State revision of SOC158A and codes. Need to be able to inform the State when a youth has been removed from Juvenile Hall. County has requested the State provide a code for this.		Probation Placement Unit, Probation Fiscal

Strategy 3.5 Establish controls to track foster youth who AWOL, then are picked up and placed in Juvenile Hall and subsequently exit to foster care or another type of non-foster care placement. **METRIC:** This strategy will be completed when Probation has implemented a system for tracking and monitoring placement stability data. **STATUS:** Probation has implemented a manual system to track placement stability data. Placement stability data will be easier to track when Probation is given access to CWS/CMS.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF**	**Strategy Rationale** If the youth does not return to a foster care placement, then the placement episode must be closed. Currently, CWS/CMS provides the ability to track the youth's actual placement. However, Probation does not have access to CWS/CMS.

Milestone	**3.5.1** Review and enhance processing of Probation placement stability data.	Timeframe	6 months (02/01/09-07/31/09) **STATUS:** Completed. Probation has instituted a manual system to track this data.	Assigned to	Probation Placement Supervisor

	3.5.2 Provide ongoing monitoring to ensure appropriate processing of Probation placement stability data.		08/01/09-ongoing **STATUS:** Completed. Probation will continue to monitor processing of placement stability data. The State plans to grant CWS/CMS access to Probation so that placement data can be tracked online.		Probation Placement Supervisor

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Foster/Adoptive Parent Licensing, Recruitment and Retention – A need was identified for more training of both social workers and care providers on permanency options including the availability of services, resources, and financial payments. This would assist both social workers and foster parents to focus on the best permanency option for the child.

Case Review – Concurrent planning needs to be continuous throughout the case process which will be assisted by the revision of the Department's Concurrent Planning Review (CPR) form. When the revised CPR form is released, it will be used at monthly supervisor/social worker case conferences in order to provide a more focused identification of concurrent planning options for children.

STATUS (1): Brochure on permanency options and financial information has been completed. Social workers need refresher training to effectively provide permanency options information to caregivers. PRD has updated the protocol by creating a CPR agenda to guide the meetings in each region.

STATUS (2): In SIP Year 2, Probation staff will need computers and software capable of accessing CWS/CMS. This will include funding for additional costs of installation, maintenance and operations, servers, desktop computers, compatible operating system, software, help desk, training, policy and procedure development, and other associated items.

Staff continues to be trained in permanency options. Materials explaining permanency options are being distributed to caregivers. CPR training and protocol is being reviewed, refined and implemented on an ongoing basis.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Provide training to Probation staff in the completion of the SOC158A from the information on In/Out Slips. Probation Fiscal Staff to forward the information to the State on a flow basis as opposed to monthly batches.

STATUS: Probation has completed staff training to review proper completion of these forms. Further training will follow the State's revision of the SOC158A and associated codes. Probation has revised the frequency of forwarding completed SOC158A forms to the State. In SIP Year 2, Probation staff will need CWS/CMS training.

Identify roles of the other partners in achieving the improvement goals.

CFS System Resources Division will assist HS/PDD, PERC and CFS Placement Resources Division and judicial representatives in reviewing existing policy and procedures and trainings. Any needed changes will be identified, developed and implemented in the respective departments.

STATUS: Ongoing.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

The Legislation and Research Unit will assist the State in identifying changes to the SOC158A that will correctly capture and code placement data.

STATUS: Please see Milestone 3.1.2.

CWSOIP – CFS and Probation

Children and Family Services has used CWS Outcome Improvement Planning (CWSOIP) funds to support the eligible efforts put forth in the 2009-2012 SIP. CFS draws from CWSOIP and other funding streams to support outcome improvement activities such as providing resource materials to families; the Court video project (C1.3, Strategy 1.3); providing training to resource parents and staff; and other eligible efforts.

The Probation Department has indicated that it has not yet used CWSOIP to offset eligible efforts during the past year. However, as indicated in the Probation narrative and in the CWS/Probation SIP Matrix (C4.3, Improvement Goal 3.0), the department has made significant progress in implementing the strategies relevant to improving placement stability outcomes data for the CWS children under Probation supervision.

CAPIT/PSSF Annual Report

This section contains a status report on the County's progress in spending CAPIT/PSSF funding according to plans presented in the OCAP portion of the 2009-2012 SIP. **Attachment A** is a Word document that contains a line-by-line explanation of the changes. **Attachment B** is the Service Summary.

It appears that there were wholesale changes and shifts in funding from what was planned in March 2009 to the contracts in July 2009, but that is not actually the case. The major changes were:

- Funding Shifts
  - $30K in PSSF funds was reallocated from Catholic Charities to Morongo Basin Mental Health for services in Barstow;
  - $20K in CAPIT funds was reallocated from Lutheran Social Services to Morongo Basin Mental Health for services in Barstow
- Allocation Reduction
  - PSSF contracts were procured at an annual cost of $1,992,050 for 2009/10, but the actual allocation was $1,879,443, a difference of $112,607.
  - MHS's PSSF allocation of $100,000 was eliminated and replaced by $100,000 from the County Children's Trust fund;
  - The Community Action Partnership allocation was reduced by the remaining $12,607.
- Service Target revisions
  - Attachment A, the Program Services Target form, was updated to improve accuracy and accounting for service. Some of the old targets, which hadn't been updated in quite some time, were very unrealistic. Unfortunately, these were all that was available when the SIP was submitted.
  - Some agencies had not appropriately changed their Service Targets after the last procurement and made some adjustments based on their lowered allocations;
  - Some agencies eliminated Service lines, such as 'case management' and 'resource & referral'. Naturally, these costs don't disappear, they are just rolled into other Service lines;
  - Some services were eliminated. Catholic Charities eliminated their 'Latency Age Social Skills' and 'Child enrichment' programs, for example;
  - Some Service lines were added for more detail - in-home parenting, for example, by Rim Family services;
  - Some Services (e.g., Training under Kinship) were counted in other lines.

Under a different contract structure, these changes would be very easy to track; but because we do not allocate funds directly to the service, the total amount of the contract is distributed proportionally to each service by the targeted service hours.

This means that if there is even a small change in the amount of the allocation OR in the Service Targets for any service line, the allocated amount for ALL the services by that provider changes.

For example, the following was used in the calculation for the SIP to distribute the Catholic Charities allocation to the various service lines. The information was taken from the 08/09 allocation and service targets:

Service	Service Hrs	Distribution
CC - Prof. Clinical	6426	$247,161.31
CC - Parenting	5040	$193,852.01
CC - Anger Manage	2816	$108,310.96
CC - Teen/Parent AM	1056	$40,616.61
CC - Latency Age SS	288	$11,077.21
CC - Child Enrich	1150	$44,231.90
		$645,250.00

With the changes in the provider's allocation and service targets for 09/10, the result is:

Service	Service Hrs	Distribution
CC - Prof. Clinical	6426	$251,981.94
CC - Parenting	5040	$197,632.88
CC - Anger Manage	3072	$120,461.95
CC - Teen/Parent AM	1152	$45,173.23
CC - Latency Age SS	0	$0.00
CC - Child Enrich	0	$0.00
		$615,250.00

The substantial changes were in the elimination of the programs. The real amount of service provided for the two primary services didn't change at all - the service hours stayed the same. However, the State isn't asking for service hours, but for dollars spent. So, even though there really isn't any change in the amount of Therapeutic services this provider intends to provide, the amount distributed for the State report changes, albeit very slightly.

Virtually every agency had some changes of this sort, though most of those were fairly small.

Attachment A

OCAP 2009-2010 - Expenditure Summary – Explanation of Changes

Service	***Revised Amount***	***Original Plan***	***Difference***	***Explanation/notes***
Professional Clinical Services/ Ind. Counseling/Family Counseling	$991,524	$903,431	$88,093	Reflects a number of factors: • Cost/unit service factored in by agencies; • Supportive services cut; • Other costs rolled-in Therefore, total volume of service is about the same.
Parent Education	$512,283	$483,702	$28,581	In-home parenting counted under home visits; Bilingual Family Counseling increased service hours.
Adult Anger Management	$177,924	$183,344	-$5,420	Small distributive adjustment.
Teen/Parent Anger Management	$61,646	$113,885	-$52,238	CHCT and Catholic Charities both substantially lowered targets.
Family Support Services (Case Management, Referrals, etc.	$42,324	$108,608	-$66,284	Costs most rolled into other services.
Child Enrichment/Childcare	$128,804	$94,555	$34,249	Catholic Charities eliminated program
Substance Abuse Psycho/Education and Support	$40,684	$42,306	-$1,622	Small distributive adjustment
Basic Life Skills/Independent Living	$79,010	$97,548	-$18,538	In-home life skills now counted under 'Home Visits'
Computer/Employment Class	$26,109	$4,387	$21,721	Kinship distribution previously counted under Training added here.
Home Visits/Supervised visitation	$58,893	$5,861	$53,033	In-home parenting class counted here (previously under parenting); In-home life skills class now counted here (previously under Basic Life skills)
Abuse Presentations	$15,852	$13,172	$2,680	Small reduction in service
Housing Advocate	$14,340	$9,904	$4,436	Small reduction in service
Children's Groups	$27,295	$91,656	-$64,361	Kinship counseling now counted under Kinship Family programs
Direct Services/hard goods	$537,393	$550,000	-$12,607	Reduction in allocation
Info and Referral	$42,224	$57,030	-$14,806	Rolled into other services
Adopt - Advocacy	$86,400	$86,400	$0	No Change
Adopt - Crisis Counseling	$38,880	$38,880	$0	No Change
Adopt - Post adopt support Group	$2,700	$2,700	$0	No Change

Adopt - Special Needs Assessment for AAP	$12,420	$12,420	$0	No Change
Adoption Outreach	$43,200	$43,200	$0	No Change
Sexual abuse treatment	$90,541	$119,986	-$29,445	Reflects reduction in LSS allocation
Domestic Violence services	$17,561	$16,665	$896	Small distributive adjustment
Nurse Home Visits	$0	$17,847	-$17,847	FSA San Bernardino eliminated program – lost personnel
Team Decision Making support	$4,614	$7,201	-$2,586	TDMs will be counted toward In-Kind match.
Kinship Youth classes/ family& Support Groups	$61,162	$42,647	$18,515	Support Groups had been counted under 'Children's Groups'; Training ed programs now counted under 'Computer/Education'
Respite	$22,286	$22,286	$0	All CCTF
Permanency Promotion	$11,143	$11,143	$0	All CCTF
Mentoring	$5,143	$5,143	$0	All CCTF
Tutoring	$11,143	$11,143	$0	All CCTF
Speech & Language Therapy	$10,473	$0	$10,473	Formerly counted in DM/SELPA's counseling services
Occupational Therapy	$10,473	$0	$10,473	Formerly counted in DM/SELPA's counseling services
	3,184,443	$3,197,050		
			-$12,607	

Attachment B

OCAP Service Summary

On Next Page

(1) COUNTY: San Bernardino (2) PERIOD OF PLAN: 7/1/09 thru 6/30/10 (3) YEAR: $1

(4) FUNDING ESTIMATE: CAPIT $656,812 CBCAP: $0.00 PSSF: $1,879,443 OTHER: $648,188

Line No.	Title of Program and/or SIP Strategy	Name of Service Provider, if available	CAPIT: Dollar amount that will be spent on CAPIT Direct Services	CAPIT: Dollar amount that will be spent on CBCAP Direct Services	CBCAP: Dollar amount that will be spent on CBCAP Infra Structure	CBCAP: Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities (Sum of columns E1, E2, E3)	Dollar amount of PSSF Allocation that will be spent on PSSF activities (Sum of Columns F2, F3, F4, F5)	PSSF From Column H: Dollar amount of Column F1 that will be spent on Family Preservation	PSSF From Column H: Dollar amount of Column F1 that will be spent on Family Support	PSSF From Column H: Dollar amount of Column F1 that will be spent on Time-Limited Reunification	PSSF From Column H: Dollar amount of Column F1 that will be spent on Adoption Promotion & Support	OTHER SOURCES: Dollar amount that comes from other sources	NAME OF OTHER: List the name(s) of the other funding source(s)	TOTAL: Total dollar amount to be spent on this Program/ SIP Strategy (Sum of Columns D, E4, F1, G1)
A	B	C	D	E1	E2	E3	E4	F1	F2	F3	F4	F5	G1	G2	H
1	Professional Clinical Services/ Ind. Counseling/Family Counseling	Various Providers by Region	$312,416				$0	$418,360	137,010	$98,228	$164,476	$18,646	$260,748	CCTF	$991,524
2	Parent Education	Various Providers by Region	$127,298				$0	$270,512	77,965	$64,115	$116,204	$12,227	$114,474	CCTF	$512,283
3	Adult Anger Management	Various Providers by Region	$6,947				$0	$165,179	48,002	$36,123	$71,410	$7,643	$5,798	CCTF	$177,924
4	Teen/Parent Anger Management	Catholic Charities/Center for Healing	$8,979				$0	$45,173	11,293	$9,035	$22,587	$2,259	$7,494	CCTF	$61,646
5	Family Support Services (Case Mngt, Referrals, etc.)	Various Providers by Region	$7,728				$0	$26,398	10,559	$9,239	$6,600	$0	$8,198	CCTF	$42,324
6	Child Enrichment/Childcare	Various Providers by Region	$22,457				$0	$87,603	33,477	$34,416	$19,711	$0	$18,743	CCTF	$128,804
7	Substance Abuse Psycho/Education and Support	Various Providers by Region	$9,357				$0	$23,517	8,231	$11,053	$4,233	$0	$7,810	CCTF	$40,684
8	Basic Life Skills/Independent Living	Various Providers by Region	$36,209				$0	$12,580	4,667	$5,279	$2,634	$0	$30,221	CCTF	$79,010
9	Computer/Employment Class	Family Service Agency - Redlands	$0				$0	$5,280	2,112	$1,848	$1,320	$0	$20,829	CCTF	$26,109
10	Home Visits/Supervised visitation	Various Providers by Region	$28,907				$0	$5,861	2,205	$2,385	$1,271	$0	$24,126	CCTF	$58,893
11	Abuse Presentations	Morongo Basin Unity Home	$0				$0	$15,852	5,548	$7,450	$2,853	$0	$0	CCTF	$15,852
12	Housing Advocate	Morongo Basin Unity Home	$0				$0	$14,340	5,019	$6,740	$2,581	$0	$0	CCTF	$14,340
13	Childrens Groups	Various Providers by Region	$5,157				$0	$17,834	6,242	$8,382	$3,210	$0	$4,304	CCTF	$27,295
14	Direct Services/hard goods	Community Action Partnership	$0				$0	$537,393	107,479	$161,218	$53,739	$214,957	$0	CCTF	$537,393
15	Info and Referral	Various Providers by Region	$4,829				$0	$32,400	0	$0	$0	$32,400	$4,995	CCTF	$42,224
16	Adopt - Advocacy	DCS - Placement Services	$0				$0	$86,400	0	$0	$0	$86,400	$0	CCTF	$86,400
17	Adopt - Crisis Counseling	DCS - Placement Services	$0				$0	$38,880	0	$0	$0	$38,880	$0	CCTF	$38,880
18	Adopt - Post adopt support Group	DCS - Placement Services	$0				$0	$2,700	0	$0	$0	$2,700	$0	CCTF	$2,700
19	Adopt - Special Needs Assessment for AAP	DCS - Placement Services	$0				$0	$12,420	0	$0	$0	$12,420	$0	CCTF	$12,420
20	Adoption Outreach	DCS - Placement Services	$0				$0	$43,200	0	$0	$0	$43,200	$0	CCTF	$43,200
21	Sexual abuse treatment	Lutheran social service	$49,351				$0	$0	0	$0	$0	$0	$41,189	CCTF	$90,541
22	Domestic Violence services	Lutheran social service	$0				$0	$17,561	17,561	$0	$0	$0	$0	CCTF	$17,561
23	Nurse Home Visits	Family Service Agency - San Bern	$0				$0	$0	0	$0	$0	$0	$0	CCTF	$0
24	Team Decision Making support	Pacific clinics	$2,515				$0	$0	0	$0	$0	$0	$2,099	CCTF	$4,614
25	Kinship Youth classes/ family& Support Groups	Westside Kinship	$23,246				$0	$0	0	$0	$0	$0	$37,916	CCTF	$61,162
26	Respite	Mental Health Systms, Inc	$0				$0	$0	0	$0	$0	$0	$22,286	CCTF	$22,286
27	Permanency Promotion	Mental Health Systms, Inc	$0				$0	$0	0	$0	$0	$0	$11,143	CCTF	$11,143
28	Mentoring	Mental Health Systms, Inc	$0				$0	$0	0	$0	$0	$0	$5,143	CCTF	$5,143
29	Tutoring	Mental Health Systms, Inc	$0				$0	$0	0	$0	$0	$0	$11,143	CCTF	$11,143
30	Speech & Language Therapy	DM SELPA	$5,708				$0	$0	0	$0	$0	$0	$4,764	CCTF	$10,473
31	Occupational Therapy	DM SELPA	$5,708				$0	$0	0	$0	$0	$0	$4,764	CCTF	$10,473
	TOTALS		$656,812					$1,879,443	477,371	$457,511	$472,828	$471,732	$648,188		$3,184,443