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# California Child and Family Services Review

## Solano County Annual SIP Progress Report



California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	SOLANO
SIP Period Dates	January 16, 2013 – January 15, 2018
Outcome Data Period	

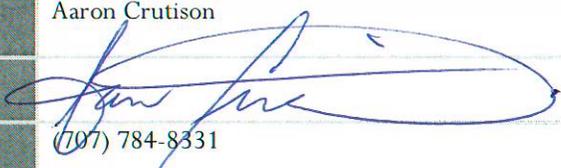
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BOS Approval Date	
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\*Signatures must be in blue ink

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## Introduction

Solano County is a mid-size county located midway between Sacramento and San Francisco along the Interstate 80 corridor. The county contains a mixture of urban and rural areas with seven cities: Vallejo, Benicia, Fairfield, Suisun, Rio Vista, Vacaville and Dixon. The population is racially and culturally diverse, including a large military population, with a high percentage of children.

### **CHILD WELFARE SERVICES:**

The mission of the Solano County Child Welfare Division is to protect children from abuse and neglect by strengthening their families or finding safe, permanent homes so that they can grow into healthy productive adults. Child Welfare Services has 114 staff of which 79 are social workers and social work supervisors. The county provides the full range of child welfare services including adoption. The mission of Child Welfare Services is to protect children from abuse and neglect by strengthening families or finding safe, permanent homes so that they grow into healthy, productive adults. Child Welfare Services currently provides services to 325 children in out of home placement, receives an average of 240 reports per month for allegations of child abuse and neglect and investigates an average of 143 reports. In 2013, Child Welfare Services reunified 129 children with their families, maintained 171 children safely in their homes and 33 children were adopted.

### **PROBATION:**

The mission of the Probation Department is to reduce recidivism by change through positive behavior by addressing the minor's specific risks and needs, which then leads to protecting the community, addressing minor's and families treatment needs to be successful and productive individuals in the community. Probation Department currently has 35 probation officers/group counselors assigned to the Field Juvenile Division services. The Probation Department provides a full range of supervision services including out of placement via local Probation Department run placements (at our Juvenile Detention Facility-New Foundations/Changing Paths) and/or other agencies for addressing least restrictive means. The Probation Department utilizes the JAIS (Juvenile Assessment Intervention System) to determine the minor's risk to the community and needs for developing a treatment case plan. The JAIS is completed on-going for reassessment of the minor's risks and needs. Some probation officers have been trained with evidence based practices groups to provide in-house group treatment services. Also, the Probation Department utilizes a Family Preservation Program, which may include WRAP services, to assist in reducing the minor's risk for out of home placement. The majority of minors entering into the Juvenile Justice system will receive an individual treatment case plan with mandated reassessments including when a minor does receive an out of home placement order via the delinquency court. The placement officer is required to continue case plan reassessment to include but not limited to permanency planning, if needed.

## STAKEHOLDERS PARTICIPATION

### CHILD WELFARE SERVICES:

The first year of the Self Improvement Plan has been focused on the implementation of new strategies and services. Child Welfare Services sent out surveys as part of the Katie A. readiness assessment process. Nine parents, five youth and four caregivers completed the surveys. Our stakeholders identified the following areas to improve:

- Families have a high level of decision-making power in all aspects of planning, delivery, and evaluation of services and supports, which is reflected in organizational policies.
- Training and written information is available for families in order to support their role as informed decision makers
- Children and families have multiple opportunities to share feedback about quality and effectiveness of services.
- Families are involved in defining, selecting, and measuring quality indicators of services and programs.

Child Welfare Services is exploring creating a children's stakeholder group to provide valuable input on a variety of subjects including Katie A. and the implementation of the County SIP strategies. Child Welfare Services meets regularly with FFA agencies, contract providers and the Court.

### PROBATION:

The first year of the Self Improvement Plan has been similarly focused, like Child Welfare Services, on the implementation of new strategies. Our stakeholders have been identified in the following areas, like Child Welfare Services for improvement areas:

- Families have a high level of decision-making power in all aspects of planning, delivery and evaluation of services and supports, which is reflected in Juvenile Division policy and procedures.
- Treatment case plan involves both the minor and family in order to support their role as informed decision-makers and understanding of the probation supervision treatment plan. The case plan must include the parent/legal guardian/guardian sign off and approval.
- Minor and family have multiple opportunities to share feedback about the quality and effectiveness of treatment services via regular and established supervision visits and initial/reassessment of case plans.
- Minor and families are involved with defining, selecting and measuring the quality indicators of services and programs via regular and established supervision visits and initial/reassessment of case plans.

The Probation Department is in the process of pursuing the development and implementation of another local Probation run out of home placement treatment program (at our Juvenile Detention Facility) and conducted a survey of out of home placement minors, District Attorney, Public Defender, Juvenile Judiciary and Juvenile Probation Officers to assist in determining specific treatment areas ranging from individual/group treatment, vocational training and length of program. The purpose of developing and implementing this local program is to address the

risks/needs of the higher risk/violent offenders and pursue a more productive family reunification process with these minors who otherwise may have been recommended for Rite of Passage or Department of Juvenile Facilities.

**CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS**

**CHILD WELFARE SERVICES:**

**Priority Outcome Measure:** S1.1 No Recurrence of Maltreatment. Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

**National Standard:** 94.6%

**Baseline Performance:** According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 334 children who had a substantiated allegation, 316 did not have a recurrence of maltreatment. This is a 94.6% rate of no recurrence of maltreatment.

**Target Improvement Goal:** The County will improve performance on this measure by maintaining consistency at 94.6% by 2017.

**Current Performance:** According to the September 2013 Quarterly Data Report which measured data between July 1, 2012 and December 31, 2012, of the 260 children who had a substantiated allegation, 247 did not have a recurrence of maltreatment in the next 6 months. This is a 95% rate of no recurrence of maltreatment.

**Data Analysis:**

Solano County has consistently performed close to or above the National Standard. It is important to note that the highest rate of recurrence is found with children under the age of one and for African American children. The current SIP strategies would have no impact on this reporting period since they were not in affect at the time.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT	Age Group							All
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	18-20	
	%	%	%	%	%	%	%	
<b>No recurrence of maltreatment within 6 months</b>	88.2	100	94	98	96.5	95		95
<b>Recurrence of maltreatment within 6 months</b>	11.8	0	6	2	3.5	5		5
<b>Total</b>	100	100	100	100	100	100		100

Data Source: CWS/CMS 2013 Quarter 2 Extract.

PERCENT	Ethnic Group						All
	Blac k	Whit e	Latin o	Asia n/P.I.	Nat Am er	Missi ng	
	%	%	%	%	%	%	
<b>No recurrence of maltreatment within 6 months</b>	88.7	97.7	96.2	100	100	100	95
<b>Recurrence of maltreatment within 6 months</b>	11.3	2.3	3.8	0	0	0	5
<b>Total</b>	100	100	100	100	100	100	100

Data Source: CWS/CMS 2013 Quarter 2 Extract.

The chart above shows a similar rate of recurrence when the original allegation was substantiated or inconclusive.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

University of California at Berkeley Jul 1, 2012 to Dec 31, 2012	Base	Recurrence 6 mos. Disposition				No Allegation
	number	Substantiated %	Inconclusive %	Unfounded %	Assessed %	
<b>Substantiated</b>	231	5.2	4.8	3.9	7.4	78.8
<b>Inconclusive</b>	245	5.3	8.6	4.5	5.3	76.3
<b>Unfounded</b>	569	2.6	2.5	4.4	5.4	85.1
<b>Assessed</b>	949	4.5	3.5	4.4	9.2	78.4

Data Source: CWS/CMS 2013 Quarter 2 Extract.

Solano County attributes meeting the national standard on this measure to the consistent use of Structured Decision Making Tools, offering 30 days of service in Emergency Response, the use of Safety Organized Practice, the continuation of Voluntary Maintenance Services, and Intensive Family Maintenance Services (Family Preservation Services). Solano County also returned to the use of Team Decision Making Meeting in 2013 for children who have been removed from their homes or at risk of imminent removal from their families. According to Safe Measures, Solano County had a SDM hotline tool completion rate in 2013 ranging from 93.4% to 97.4%. The completion rate for required SDM safety assessment tools in 2013 ranged from 82.3% to 97.3%. Solano County has also worked with community providers to better coordinate services for families.

**Priority Outcome Measure:** C1.3: Reunification within 12 months (6 month entry cohort). Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?

**National Standard:** 48.4%

**Baseline Performance:** According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 87 children who remained in care more than 8 days, 54 were reunified within 12 months. This is a 62.1% rate of timely reunification.

**Target Improvement Goal:** The County will maintain performance on this measure at 62.1%.

**Current Performance:** According to the September 2013 Quarterly Data Report measuring the period from January 1, 2012 to June 30, 2012, of the 75 children who remained in care more than 8 days, 37 were reunified within 12 months. This is a 49.3% rate of timely reunification.

**Data Analysis:**

Although Solano County was unable to maintain the previous rate of reunification, the county continues to perform above the National Standard. Solano County has the highest rate of reunification for children ages 1 to 5 years of age. The lowest rate of reunification was for children 6 to 10 years of age. Solano County had no children 16 to 17 that reunited during this period. Solano County plans to expand intensive services to children in the family reunification program and increase the rate of reunification and decrease the time to reunification.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT	Age Group							All
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	
	%	%	%	%	%	%	%	
<b>Reunified</b>	33.3	63.6	60	58.3	35.7	53.8	.	49.3
<b>Other</b>	.	.	.	.	.	7.7	.	1.3
<b>Still in care</b>	66.7	36.4	40	41.7	64.3	38.5	100	49.3
<b>Total</b>	100	100	100	100	100	100	100	100

Data Source: CWS/CMS 2013 Quarter 2 Extract.

COUNT	Age Group							Total
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	
	n	n	n	n	n	n	n	
<b>Reunified</b>	2	7	9	7	5	7	.	37
<b>Other</b>	.	.	.	.	.	1	.	1
<b>Still in care</b>	4	4	6	5	9	5	4	37
<b>Total</b>	6	11	15	12	14	13	4	75

Data Source: CWS/CMS 2013 Quarter 2 Extract.

**Priority Outcome Measure:** C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months). Of all children served in foster care during a year that were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

**National Standard: 86.0%**

**Baseline Performance:** According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 217 children in placement 8 days to 12 months, 175 had two or fewer placements. This is an 80.6% rate of placement stability.

**Target Improvement Goal:** The County will improve performance on this measure from 80.6% (175) to 90% (195), by 2017. Year 1 Goal: Increase by 2% (5 children) from 80.6% to 82.6% (180 children)

**Current Performance:** According to the September 2013 Quarterly Data Report measuring the period from July 1, 2012 to June 30, 2013, of the 234 children in placement 8 days to 12 months, 176 had two or fewer placements. This is a 75.2% rate of placement stability.

**Data Analysis:**

This measure is difficult to analyze because some of the children were in placement prior to the beginning of the year and might have already had one or more moves. The chart below suggests that younger children are more stable in their placements.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT	Age Group						All
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	%	%	%	%	%	%	%
<b>&lt;=2 placements</b>	88.5	81.8	75.6	69	66	62.5	75.2
<b>&gt;2 placements</b>	11.5	18.2	24.4	31	34	37.5	24.8
<b>Total</b>	100	100	100	100	100	100	100

Data Source: CWS/CMS 2013 Quarter 2 Extract.

Solano County closed the 23 Hour Center in 2011 and developed an Emergency Foster Home Program with a Foster Family Agency. This decision has allowed Social Workers to have additional time to complete an assessment and make an appropriate placement decision. When children are placed into protective custody they initially are placed in an emergency home for no more than five days (Placement #1). The child is then placed in a foster home if a relative is unable to pass the emergency process (Placement #2). The Department is committed to placing children with relatives and we partner with relatives to pass the full approval process (Placement #3).

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT				
	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
	%	%	%	%
<b>&lt;=2 placements</b>	84.7	87.1	70.5	75.2
<b>&gt;2 placements</b>	15.3	12.9	29.5	24.8
<b>Total</b>	100	100	100	100

Data Source: CWS/CMS 2013 Quarter 2 Extract.

Solano County has limited resources for family finding and so frequently relatives are not located until later in the process. Solano County also had a limited number of placement beds in county due to the high rate of placements by other counties in Solano County. We frequently have to place a child out of county on a temporary basis. To support family reunification, sibling placements, school of origin attendance and concurrent placements, we move children back to the county when placements become available.

**PROBATION:**

**Priority Outcome Measure:** C1.3: Reunification within 12 months (6 Month Entry Cohort). Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home.

**National Standard:** 48.4%

**Baseline Performance:** According to the January 1, 2012 to June 30, 2012 Quarterly Data Report (Quarters 1 and 2 of 2012), of the minors who remained in care more than 8 days, 33.3% (ages 11-15) and 50% (ages 16-17) were reunified within 12 months for a 44.4% reunification rate; just slightly below the National Standard.

**Target Improvement Goal:** The County will maintain performance on this measure at 50% reunification rate for all age groups.

**Current Performance:** According Quarterly Data Report measuring the period from January 1, 2012 to June 30, 2012, of the 5 minors remained and were still in care more than 8 days.

**Data Analysis:**

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT	Age Group							All
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	
	%	%	%	%	%	%	%	
<b>Reunified</b>	.	.	.	.	.	33.3	50	44.4
<b>Adopted</b>	.	.	.	.	.	.	.	.
<b>Guardianship</b>	.	.	.	.	.	.	.	.
<b>Emancipated</b>	.	.	.	.	.	.	.	.
<b>Still in care</b>	.	.	.	.	.	66.7	50	55.6
<b>Total</b>	.	.	.	.	.	100	100	100

Although Solano County was unable to maintain the rate of reunification at and/or above the National Standard for the age group of 11-15, it should be noted that for the age group of 16-17 reunification was above the National Standard. The County continues to work towards improving the reunification rate for all age groups.

The same reporting period for reunification by ethnicity shows a fairly equitable percentage rate for the Black, White, Latino and Asian minors. The Native American minor lower reunification rate is likely reflective of a lower out of home placement rate for this group of minors.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

PERCENT	Ethnic Group						All
	Black	White	Latino	Asian/ P.I.	Nat Amer	Missing	
	%	%	%	%	%	%	
Reunified	27	30.3	36.3	40	10	42.9	32.9
Adopted	.	.	.	.	.	.	.
Guardianship	.	.	.	.	.	.	.
Emancipated	5	5.8	4.7	5	.	.	4.9
Other	19.5	9.1	22.4	5	.	.	18.5
Still in care	48.5	54.8	36.6	50	90	57.1	43.6
Total	100	100	100	100	100	100	100

**Priority Outcome Measure:** C3.3 In care 3 years or longer (Emancipated/age 18). Of all the children in care for 3 years or longer, what percent were emancipated at age 18.

**National Standard:** 37.5%

**Baseline Performance:** According to the July 1, 2013 through June 30, 2013 Quarterly Data Report (FY 2012-2013), for minors in care less than 3 years for the age group of 18, 87.5% in comparison for minors in care 3 years or longer for the age group of 18, 12.5%.

**Target Improvement Goal:** The County will maintain performance on this measure at or above the current National Standard of 37.5% for emancipation of age 18 youth in care 3 years or longer. The high majority of this minors' population requiring 3 years or longer care are juvenile sex offenders requiring longer treatment.

**Current Performance:** According to the September 2013 Quarterly Data Report measuring the period from January 1, 2012 to June 30, 2012, of the 75 children who remained in care more than 8 days, 37 were reunified within 12 months. This is a 49.3% rate of timely reunification.

PERCENT	Age Group							All
	Under 1	1-2	3-5	6-10	11-15	16-17	18	
	%	%	%	%	%	%	%	
In care less than 3 years							87.5	87.5
In care 3 years or longer							12.5	12.5
Total							100.0	100.0

PERCENT	Ethnic Group						All
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	%	%	%	%	%	%	
<b>In care less than 3 years</b>	80.0	100.0	100.0	.	.	.	87.5
<b>In care 3 years or longer</b>	20.0	.	.	.	.	.	12.5
<b>Total</b>	100.0	100.0	100.0	.	.	.	100.0

Solano County was able to maintain the higher rate of emancipation for the age group of 18, at and/or above the National Standard for minors in care 3 years or less. The County was unable to maintain the higher rate of emancipation for the age group of 18 for minors in care more than 3 years. The County continues to work towards improving the time to reunification for all age groups.

The same reporting period for ethnicity comparison for Black, White and Latino minors in care less than 3 years is fairly equitable with the overall rate being at or higher than the National Standard. For Black minors in care 3 or more years; however, is below the National Standard for this particular ethnicity.

## STRATEGIES STATUS

### CHILD WELFARE SERVICES:

**STRATEGY 1: IMPROVE AND INCREASE ACCESS TO MENTAL HEALTH SERVICES FOR FAMILIES WHO ARE IMPACTED BY CHILD ABUSE OR NEGLECT AND EVALUATE THE IMPACT OF THOSE SERVICES.**

### ACTION STEP STATUS

#### In-Home Mental Health Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for in home mental health services. Aldea was selected to provide the services to include family counseling, parenting education, domestic violence services and other mental health needs. The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Since March 1, 2013, Aldea Children and Family Services has provided intensive home-based services for families involved with CWS or Juvenile Probation to address the children's and families' short and long term behavioral health care needs. The service is for the entire family including an assessment of the child, parents and family resulting in an appropriate treatment plan to address issues related to anger management, domestic violence, parenting relationships and substance abuse. Aldea will be using the Functional Family Therapy (FFT) for families referred who are in the Family Maintenance Program and Cognitive Behavioral Therapy (CBT) model for families referred who are in the Family Reunification Program.

#### Service Broker Services:

Solano County developed and completed a Request for Proposal process on October 24, 2012 for service broker services. Children's Network was selected to provide the services to include providing support to families accessing available resources including a "warm handoff". The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Since March 1, 2013, Children's Network has provided county wide services to clients referred by either Child Welfare Services or Probation. Services are to assist individuals and families in accessing identified community based services that will best serve the family's needs. Services include informing and educating on available resources, connecting the family with services, identifying transportation resources, accessing employment and housing resources and assisting in completing necessary applications.

#### Family Preservation Services:

Solano County also provides Family Preservation Services to reduce the recurrence of maltreatment. Intensive Family Maintenance Social Workers have a reduced caseload of approximately eleven children. The Intensive Family Maintenance Services are focused on increasing the family's support system, building on the family's strengths and reducing the likelihood of the family re-entering the system or experiencing a recurrence of maltreatment. As part of the services, social workers are specifically required to provide face-to-face visits with the family two to four times each month based on the SDM risk level. They work closely with the family to assist them in connecting with mental health resources.

#### **METHOD OF EVALUATION AND/OR MONITORING**

A Quarterly Contractor's Meeting occurred on August 21, 2013 with all Child Welfare Services providers. Information discussed included upcoming initiatives, OCAP reporting requirements, quarterly reporting requirements and claims and invoices.

#### In-Home Mental Health Services:

Functional Family Therapy techniques include a focus on the importance of the child-parent relationship, as well as model fidelity measures using direct entry into the FFT national database. Progress is measured by direct observation by the therapist in the home, self-reports by client and parent and CWS social worker. Aldea will also track information for the OCAP annual report and the following goals:

- 60% of families who complete services will remain intact within 12 months of completing services.
- 60% of probationers who complete services will remain in the home within 12 months of completing services.
- 60% of clients who complete services will demonstrate improvement on their CANS scores from pre/post tests administered.
- 75% of clients will be satisfied with services provided.

Aldea is providing an aggregate report, on a quarterly basis, detailing the following:

- Number of clients served and broken out by referral source
- Demographics of clients served
- Summarized results of any client satisfaction surveys completed
- Summarized results of the pre/post-test surveys related to the evidence-based practice model

The Department met with Aldea on 2/13/13, 4/26/13, 5/1/13, 7/19/13 and 10/11/13 to develop referral process and monitor service delivery. Aldea presented training to CWS staff on the services available and repeated the training on 11/7/13, including Probation staff.

#### Service Broker Services:

Children's Network will provide on a quarterly basis an aggregate report detailing the number of clients served, demographic information, satisfaction with the services and the results of the pre and post surveys. The goal is 60% of the families served will access community services or improve on their knowledge of community resources. Children's Network will also be providing information required by OCAP.

The County met with Children's Network on 4/9/13, 5/22/13, and 7/24/13 to establish referral process and monitor service delivery. CWS staff were trained on services available from Children's Network and the referral form.

#### Family Preservation Services:

Child Welfare Services Family Preservation Services (Intensive Family Maintenance) will be tracking data as outlined by OCAP including number of children and parents served and identifying children and parents with disabilities. A business objects report will be developed to track no recurrence of maltreatment for families served in this program. Currently numbers are manually tracked including when children are removed from the home.

### ANALYSIS

#### In-Home Mental Health Services:

This contract began in March 2013. With the beginning of any new contract, the initial period was used for referral development and outreach. As of 9/13 Aldea provided services for 4 families both in the Family Reunification and Family Maintenance Program. Aldea and the County are continuing to work on increasing the number of clients receiving services. Additional clarification was also needed to differentiate between this service and Therapeutic Visitation Services also offered by this provider.

#### Service Broker Services:

This contract began in March 2013. With the beginning of any new contract, the initial period was used for referral development and outreach. Children's Network through the Family Resource Center Network has received 38 referrals from Child Welfare Services through September 30, 2013. The referrals are for families who had an investigated referral that is closing but who have identified needs for support services. Of those referrals, 11 families did not respond to outreach efforts, 11 families refused services, 9 families received services and 7 families are pending services. Children's Network and the County are continuing to work on increasing the number of clients accessing services.

#### Family Preservation Services:

Since January 2013, Solano County has provided Intensive Family Maintenance Services for 180 children. Of the 180 children, 86 children were successfully terminated from services. Of the 180 children, 9 children from 4 families were removed due to safety issues.

**STRATEGY 2: EXPAND ALCOHOL AND OTHER DRUG (AOD) SERVICES FOR PARENTS INVOLVED WITH THE CHILD WELFARE SYSTEM.**

**ACTION STEP STATUS**

**Substance Abuse Services:**

Child Welfare Services developed a MOU with Solano County Substance Abuse Services (SCSAS) to expand alcohol and other drug services to parents involved in Family Reunification Services.

Since March 1, 2013, SCSAS has contracted with Healthy Partnerships, Youth and Family Services and ANKA Behavioral Health to provide outpatient substance abuse treatment services for parents with Court ordered Family Reunification plans. SCSAS determines through an assessment the appropriate level of treatment services and refers to the contracted provider. The treatment provider offers evidence-based treatment programs, case management and drug testing. Two providers also provide psychiatric services.

**Service Broker Services:**

Solano County developed and completed a Request for Proposal process on October 24, 2012 for service broker services. Children’s Network was selected to provide the services to include providing support to families accessing available resources including a “warm handoff”. The contracted was negotiated and approved by the Board of Supervisors on March 12, 2013.

Since March 1, 2013, Children’s Network has provided county wide services to clients referred by either Child Welfare Services or Probation. Services are to assist individuals and families in accessing identified community based services that will best serve the family’s needs. Services include informing and educating on available resources, connecting the family with services, identifying transportation resources, accessing employment and housing resources and assisting in completing necessary applications.

**Family Preservation Services:**

Solano County provides Family Preservation Services to reduce the recurrence of maltreatment. Intensive Family Maintenance Social Workers have a reduced caseload of approximately eleven children. The Intensive Family Maintenance Services are focused on increasing the family’s support system, building on the family’s strengths and reducing the likelihood of the family re-entering the system or experiencing a recurrence of maltreatment. As part of the services, social workers are specifically required to provide face-to-face visits with the family two to four times each month based on the SDM risk level. They work closely with the family to assist them in connecting with their community and local resources, and continue support after the case with child welfare is closed.

**METHOD OF EVALUATION AND/OR MONITORING**

A Quarterly Contractor’s Meeting occurred on August 21, 2013 with all Child Welfare Services providers. Information discussed included upcoming initiatives, OCAP reporting requirements, quarterly reporting requirements and claims and invoices.

**Substance Abuse Services**

Solano County Substance Abuse Services provides on a quarterly basis summary data including the number of clients served, the number of assessments completed, the number of clients receiving outpatient services and summary data from their subcontractors on satisfaction surveys and completion rates.

#### Service Broker Services:

Children's Network will provide on a quarterly basis an aggregate report detailing the number of clients served, demographic information, satisfaction with the services and the results of the pre and post surveys. The goal is 60% of the families served will access community services or improve on their knowledge of community resources. Children's Network will also be providing information required by OCAP.

The County met with Children's Network on 4/9/13, 5/22/13, and 7/24/13 to establish referral process and monitor service delivery. CWS staff were trained on services available from Children's Network and the referral form.

#### Family Preservation Services:

Family Preservation Services (Intensive Family Maintenance) will be tracking data as outlined by OCAP including number of children and parents served and identifying children and parents with disabilities. A business objects report will be developed to track no recurrence of maltreatment for families served in this program. Currently numbers are manually tracked including when children are removed from the home.

#### ANALYSIS

##### Substance Abuse Services:

From March 1, 2013 through October 9, 2013 fifty (50) referrals from CWS for substance abuse assessments were received by SCSAS. Seven (7) parents were able to quickly access substance abuse treatment. There is a high level of lack of follow through with this population accounting for the low numbers.

##### Service Broker Services:

This contract began in March 2013. With the beginning of any new contract, the initial period was used for referral development and outreach. Children's Network through the Family Resource Center Network has received 38 referrals from Child Welfare Services through September 30, 2013. Of those referrals, 11 families did not respond to outreach efforts, 11 families refused services, 9 family received services and 7 families are pending services. Children's Network and the County are continuing to work on increasing the number of clients accessing services.

##### Family Preservation:

Child Welfare Services has provided 144 children with intensive family preservation services during the period of March 2012 through March 2013. Since March 2013, we provided an additional 68 children with intensive family preservation services.

**STRATEGY 3: PROVIDE ADOPTION PROMOTION AND SUPPORT SERVICES TO INCREASE PERMANENCY FOR CHILDREN IN SOLANO COUNTY. PROVIDE AN EVIDENCE BASED PROGRAM TO PROMOTE AND PROVIDE SUPPORT TO CHILDREN AND ADOPTIVE FAMILIES TO NURTURE LIFETIME COMMITMENTS.**

#### ACTION STEP STATUS

Solano County developed and completed a Request for Proposal process on October 24, 2012 for adoption promotion and support services. Aspiranet was selected to provide the services. The contracted was negotiated and approved by the Board of Supervisors on March 12, 2013. Since March 1, 2013, Aspiranet has provided community outreach and advocacy, adoption support events, case management, information and referral and crisis services.

## **METHOD OF EVALUATION AND/OR MONITORING**

The County met with Aspiranet on 4/5/13, 6/21/13 and 9/30/13 to discuss the referral process and to monitor services. Aspiranet provided training to staff on their services.

Aspiranet will provide an aggregate report, on a quarterly basis, detailing the following:

- The utilization of the Warm Line including demographic information, presenting needs, specific referrals and summary of evaluations.
- The number of community meetings and trainings held in the past quarter, and the number of participants and summary of evaluations.
- Details on the one-on-one services provided including satisfaction with services and any results related to the evidence-based practice model.

Success will be measured based on 90% of families receiving adoptions education showing improvement in knowledge of adoption-related topics as evidenced by pre/post testing, 90% of families receiving adoption support will be satisfied with services provided and thirty-six (36) adoptive parents will participate in adoptions education sessions, and will gain information concerning parenting adopted children/youth as measured by attendance records and pre/post surveys.

A Quarterly Contractor's Meeting occurred on August 21, 2013 with all Child Welfare Services providers. Information discussed included upcoming initiatives, OCAP reporting requirements, quarterly reporting requirements and claims and invoices.

## **ANALYSIS**

This contract began in March 2013. With the beginning of any new contract, the initial period was used for referral development, capacity building and outreach. Aspiranet conducted 6 community outreach events and 4 trainings from March 2013 through September 2013. Aspiranet also provided direct services for 9 children and 8 parents. The program continues to focus on 1) improving visibility through social media, 2) continued communication with the County to increase referrals, 3) increased distribution of flyers/brochures/newsletter to community partners and 4) adoption social event in November 2013 to coincide with National Adoption Month.

**STRATEGY 4: INCREASE RELATIVE PLACEMENTS THROUGH IMPROVEMENT OF THE RELATIVE APPROVAL PROCESS AND DEVELOPMENT OF SUPPORTS FOR THESE CAREGIVERS, INCLUDING CHILD WELFARE AND PROBATION SYSTEMS AND THE COMMUNITY AT LARGE AND ENHANCE FAMILY FINDING EFFORTS BY ENGAGING EXTENDED FAMILY MEMBERS WHILE THE CHILD IS IN CARE.**

## **ACTION STEP STATUS**

**Kinship Support Services:**

Solano County developed and completed a Request for Proposal process on October 24, 2012 for kinship support and navigation services. Seneca was selected to provide the services. The contract was negotiated and approved by the Board of Supervisors on March 12, 2013.

Since March 1, 2013, Seneca has provided kinship support services to support the well-being, permanency, and positive development of children residing in a kin home. The Kinship Navigator program offers a comprehensive support system to kin caregivers including: case management, behavioral coaching, trainings, and support groups. The program will also provide a warm line to provide referrals, brief counseling and linkage to support services and a monthly newsletter for relative caregivers.

**Relative Placements:**

The Relative Assessment unit has been working on supporting relatives to complete the assessment process including criminal exemptions. The unit is also developing guidelines around Documented Alternative Plans to support relative placements. Solano County has seen an increase in the number of children residing with kin in the last few years.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

Placement Type	Point In Time										
	1-Jan-11	1-Apr-11	1-Jul-11	1-Oct-11	1-Jan-12	1-Apr-12	1-Jul-12	1-Oct-12	1-Jan-13	1-Apr-13	1-Jul-13
	n	n	n	n	n	n	n	n	n	n	n
<b>Kin</b>	75	72	73	84	95	87	83	96	100	94	95

Data Source: CWS/CMS 2013 Quarter 2 Extract.

Placement Type	Point In Time										
	1-Jan-11	1-Apr-11	1-Jul-11	1-Oct-11	1-Jan-12	1-Apr-12	1-Jul-12	1-Oct-12	1-Jan-13	1-Apr-13	1-Jul-13
	%	%	%	%	%	%	%	%	%	%	%
<b>Pre-Adopt</b>	1.9	1.6	1.5	2.7	2.3	3.3	3	2.1	2.7	3.8	2.1
<b>Kin</b>	20.1	18.7	18.8	20.8	23.8	21.8	20.8	22.6	22.9	20.8	21.1

Data Source: CWS/CMS 2013 Quarter 2 Extract.

**Family Finding:**

The Relative Search and Notification policy was completed and staff were trained. The County has not developed a Family Finding policy or a business object report to track family finding efforts. The County entered into a MOU with CASA on January 24, 2013. The purpose of the MOU is to comply with family finding requirements by locating relatives of children involved in the Dependency system with whom the children might be placed or develop permanent connections.

**METHOD OF EVALUATION AND/OR MONITORING**

**Kinship Support Services:**

A Quarterly Contractor’s Meeting occurred on August 21, 2013 with all Child Welfare Services providers. Information discussed included upcoming initiatives, OCAP reporting requirements, quarterly reporting requirements and claims and invoices.

The County also met with Seneca on 4/9/13, 5/10/13, and 8/30/13 to develop a referral process and monitor services. Seneca trained CWS staff on available services for relative caregivers.

Seneca will provide an aggregate report, on a quarterly basis, detailing the following:

- The utilization of the Warm Line including demographic information, presenting needs, specific referrals and summary of evaluations.
- The number of community meetings and trainings held in the past quarter, and the number of participants and summary of evaluations.
- Details on the one-on-one services provided including satisfaction with services and any results related to the evidence-based practice model.

## Relative Placements:

Relative Placements are tracked using Safe Measures and CWS Outcome data. Data is also collected on the number of relative assessment referrals (emergency and regular) and number of criminal exemptions processed.

## Family Finding:

CASA tracks the number of referrals for family finding and the results of their efforts.

## ANALYSIS

### Kinship Support Services:

Seneca Family of Agencies provided a Warm Line from March 2013 through September 2013, which had 15 individuals making contact from Vallejo, Vacaville, Fairfield and Suisan. The individuals had a wide range of needs including needing information on guardianship and wanting to attend support groups. The program completed 2 community outreach meetings and 3 trainings. Seneca and the County are continuing to work on increasing the number of clients accessing services.

### Relative Placements:

In 2013, the relative assessment unit completed 27 Emergency Relative Placement Assessments impacting 47 children. The County has seen a slight increase in relative placements. According to Safe Measures there were 99 children in relative placements in January 2013 representing 22.6% of the total placements. As of October 2013 there are now 116 children in relative placements representing 26.6% of the total placements.

### Family Finding:

Since January, 2013 CASA has begun to conduct family finding efforts for Child Welfare Services. Referrals are made to CASA from the family reunification or permanent placement program in an attempt to identify a permanent plan for the child. Child Welfare Services also utilizes many databases to conduct absent parent and relative searches. CWS will continue to explore resources to expand this effort.

## STRATEGY 5: ENSURE CONSISTENCY IN THE USE OF PERMANENCY TEAM MEETINGS

### ACTION STEP STATUS

According to a recent Children's Research Center (CRC) report, Solano County became the second county in the nation to adopt an actuarial resource allocation assessment to estimate the level of concurrent planning services that children who were removed from the home need in order to establish permanency. The use of the Concurrent Planning Resource Allocation Assessment (CPRAA) stemmed from the county's need to prioritize the extent to which a caseworker should pursue adoption as a concurrent planning option for children placed in out-of-home care with an initial goal of reunification. Concurrent planning refers to the agency's pursuit of permanency options in addition to efforts toward reunifying the child with his/her family.

The report goes on to explain that Solano County was interested in implementing an assessment to help classify children according to the level of concurrent planning efforts needed to support successful permanency and structure decisions regarding whether adoptions workers should be invited to PTMs. The premise behind the assessment is that adoptions worker's time and efforts can be targeted at children more likely to be in out-of-home care for a longer period

of time, those for whom concurrent planning may be far more critical. If a child is likely to be reunified in a short time, there is less need to have an adoptions worker aggressively pursue adoption as a permanency option. Having an assessment that estimates which children are likely to need more intensive concurrent planning efforts can help the county to efficiently allocate its available adoption resources.

Child Welfare Services (CWS) holds permanency team meetings (PTMs) throughout an open case to regularly identify potential options and develop a suitable permanency plan for children in out-of-home care. Solano County caseworkers hold PTMs for all children in out-of-home care prior to the dispositional hearing, which generally occurs within the first month of placement, and depending on resources at least every six months.

#### **METHOD OF EVALUATION AND/OR MONITORING**

The NCCD/Children's Research Center completes a quarterly report on the findings from the Concurrent Planning Resource Allocation Tool. CWS runs a business objects report to track the completing on a Permanency Team Meeting.

#### **ANALYSIS**

CWS completed 63 Concurrent Planning Resource tools between January 2013 and June 2013. CWS also completed 162 Permanency Team Meetings between January 2013 and October 2013. This data is shared with supervisors and discussed at the monthly Permanency Workgroup. Child Welfare Services continues to have staffing concerns which limit the Social Workers ability to regularly conduct Permanency Team Meetings. SOP Cohort one participated in facilitation training. The plan is for the County to also participate in facilitation training which will be offered around Katie A. implementation.

Child Welfare Services is expanding this strategy to include all family meetings and will not be focusing on just Permanency Team Meetings. Family meetings include Team Decision Making (TDM) meetings, Permanency Team Meetings (PTM), Safety Organized Practice (SOP) family Meetings and Child and Family Team (CFT) for Katie A.

**STRATEGY 6: PROVIDE INTENSIVE PREVENTION AND EARLY INTERVENTION SERVICES TO AT-RISK YOUTH NOT KNOWN TO CHILD WELFARE SERVICE.**

#### **ACTION STEP STATUS**

Solano County developed and completed a Request for Proposal process on October 24, 2012 for positive youth development services. The services were to provide an evidence-based positive youth development program to assist at risk youth in developing skills so that they become healthier and not become known to CWS or Probation. A provider was not selected. A new Request for Proposal has been initiated and it is expected that a provider will be selected by February 2014.

#### **METHOD OF EVALUATION AND/OR MONITORING**

The provider will provide:

- Outcome measures for activities proposed.
- Summarized results of client satisfaction surveys completed.
- Results related to the evidence-based or evidence-informed practice model utilized.
- Data required by the annual OCAP report including number of clients served, clients with disabilities, outreach activities, and network development activities.

## ANALYSIS

CWS is unable to assess at this time due to the delay in selecting a provider.

## PROBATION:

### ACTION STEP STATUS

#### STRATEGY 1: IMPROVE AND INCREASE ACCESS TO MENTAL HEALTH SERVICES FOR YOUTH INVOLVED IN THE PROBATION SYSTEM

#### METHOD OF EVALUATION AND/OR MONITORING

##### In-Home Mental Health Services

###### Action Step A: Actively Participate in RFP Process to Secure Mental Health Services

See CSW Strategy 1 Action Step A.

###### Action Step B: Refer Identified Youth and Families to the Procured Services, Monitor Performance and Track Progress

Probation does not have any youth to report since March 2013, when the contract was secured with Aldea Children and Family Services. On November 11, 2013, Juvenile Probation received training from Aldea Children and Family Services for intensive home-based services for families involved with CWS or Juvenile Probation to address the children's and families' short and long term behavioral health care needs.

The service is for the entire family including an assessment of the child, parents and family resulting in an appropriate treatment plan to address issues related to anger management, domestic violence, parenting relationships and substance abuse. Aldea will be using the Functional Family Therapy (FFT) for families referred who are in the Family Maintenance Program and Cognitive Behavioral Therapy (CBT) model for families referred who are in the Family Reunification Program.

###### Service Broker Services:

Probation does not have any youth to report since March 2013.

Solano County developed and completed a Request for Proposal process on October 24, 2012 for service broker services. Children's Network was selected to provide the services to include providing support to families accessing available resources including a "warm handoff". The contracted was negotiated and approved by the Board of Supervisors on March 12, 2013.

Since March 1, 2013, Children's Network has provided county wide services to clients referred by Child Welfare Services; however, Probation will be initiating referrals to this service non-delinquent petition youth. Services are to assist individuals and families in accessing identified community based services that will best serve the family's needs. Services include informing and educating on available resources, connecting the family with services, identifying transportation resources, accessing employment and housing resources and assisting in completing necessary applications.

###### Family Preservation Services:

Solano County Probation also provides Family Preservation Services to reduce the recurrence and/or risk for out of home placement. An Intensive Senior Deputy Probation Officer has a

reduced caseload of approximately twelve to twenty youths. The Intensive Family Preservation program is focused on increasing the family's support system, building on the family's strengths and reducing the likelihood of the family re-entering the system or experiencing a recurrence of dysfunctional family issues. It is also focused on reducing the risk of the youths for out of home placement. As part of the services, the Senior Deputy Probation Officer is specifically required to provide face-to-face visits with the youth once per week and meet with the family each month based risk level. They work closely with the family to assist them in connecting with mental health resources via WRAP services, as needed.

Services Include:

- Comprehensive assessments with the minor and family
- Intensive supervision and monitoring of the minors
- In-home assessment, counseling and intervention services by Seneca Center
- Collaboration with schools to monitor and encourage positive academic achievement and behavior
- Drug testing
- Referrals for specialized treatment needs in the community (i.e.; substance abuse counseling, mental health needs, academic needs)
- Crisis intervention
- Referrals for psychological, psychiatric, and medical evaluations
- Administering and monitoring community sanctions such as Electronic Monitoring, Weekend Academy, curfew restrictions, etc.
- Ongoing parental support

**Action Step C: Develop an Evaluation Process that Includes Case Reviews and Exit Surveys to Track Service Delivery**

This action step is non-applicable to Probation. See CWS Strategy A. CWS will be responsible for this action step.

**Action Step D: Based on the Evaluation Process, Determine if Any Policy or Practices need to be Updated Based on the 2013-2018 System Improvement Plan**

Probation will be implementing a policy practice to process with the Intake unit for non-delinquent petition youth, to assist in reducing the risk of delinquent petition being filed with the District Attorney's Office.

**Action Step E: Participate in the RFP to Establish Service Broker to Provide Support to Families in Accessing Available Resources Including a Warm Handoff from CWS to Community Resources**

See CSW Strategy 1 A-E

**Action Step F: Refer Families to Service Broker Provider**

Probation does not have any youth to report. See Action Step D regarding implementation of the referral process.

**Action Step G: Establish Quarterly Meetings with Service Providers, CWS and Probation to Review Quarterly Data and Implementation Issues**

Probation does not have any outcome data to report out on. Quarterly meetings are to be scheduled by CWS.

**ANALYSIS**

Probation will continue to pro-actively work and collaborate with CWS for youth mental health treatment services. Probation and CWS already work collaboratively with a weekly Case Management Screening Committee.

**ACTION STEP STATUS**

**STRATEGY 2: IMPROVE AND INCREASE ACCESS TO ALCOHOL AND OTHER DRUG (AOD) SERVICES FOR YOUTH INVOLVED IN THE PROBATION SYSTEMS**

**METHOD OF EVALUATION AND/OR MONITORING**

**Out-Patient Substance Abuse (AOD) Treatment Services**

**Action Step A: Actively Participate in the Negotiations with CWS and Substance Abuse**

See CSW Strategy 2 Action Step A-D

**Action Step B: Refer Eligible Youth and Families to the Procured Services and Track What Services are Provided**

This is non-applicable to Probation in that the funding covering this contract does not cover Probation youth referrals. See Action Step C for further details.

**Action Step C: Develop an Evaluation Process that Includes Random Case Reviews and Exit Surveys to Track Service Delivery.**

This action step is non-applicable to Probation. See CWS Strategy A-D.

**Action Step D: Based on the Evaluation Process, Determine if Any Policy or Practices need to be Updated Based on the 2013-2018 System Improvement Plan**

Probation juvenile policy and procedures and staff training to be developed and implemented, as it pertains to youth substance abuse treatment services.

**Action Step E: Participate in the RFP to Establish Service Broker to Provide Support to Families in Accessing Available Resources Including a Warm Handoff from CWS to Community Resources**

See CSW Strategy 2

**Action Step F: Refer Families to Service Broker Provider**

Probation does not have any families to report. See Action Step D regarding implementation of the referral process.

**ANALYSIS**

Probation will continue to pro-actively work and collaborate with CWS for youth substance abuse treatment services; however, Probation is moving forward with training various staff on evidence based practices (EBP) training for this service.

## **ACTION STEP STATUS**

### **STRATEGY 4: ENHANCE FAMILY FINDING EFFORTS AND PERMANENCY PLANNING BY ENGAGING EXTENDED FAMILIES WHILE THE YOUTH IS IN CARE**

#### **METHOD OF EVALUATION AND/OR MONITORING**

##### **Action Step A: Educate Families about the Purpose of Family Finding, Focusing on Permanent Connections**

Probation Officers as part of their youth case plan must inquire, obtain and develop a Family Finding Tree to determine the available family and/or extended family members who may be available for the youth's placement, as an alternative to out of home and/or extended out of home placement.

##### **Action Step B: Determine the Fiscal Feasibility of a Search Engine, either Through the TLO procurement or Child Welfare Services**

Probation will have this under review to determine the fiscal feasibility of such a search engine.

##### **Action Step C: Determine the Fiscal Feasibility of Utilizing "Skype" technology to Encourage More Frequent Contact and Engagement of the Family**

Probation will have this under review to determine the fiscal feasibility of this type of technology. However, more importantly, parental engagement will need to be part of this action step.

##### **Action Step D: Determine an Internal Policy and Process for Family Finding. With Priority for Those Youth Whose Concurrent Plant States They are at Risk of Not Returning Home at the Completion of Treatment**

Probation has an internal policy and process for determining family finding with the youth and family starting at the intake (citation referrals, booking/detention for delinquency petitions). All Probation Officers are required to develop and update the Family Finding tree, as needed. It is considered a "living" document. On occasion Probation will initiate a 241.1 W&I request through the Juvenile Delinquency Court due to parent(s)/legal guardian(s) abandonment and/or refusal to have the youth back at home.

##### **Action Step E: Train Staff on the Importance of Family Finding for Permanency for Youth and Policy and Procedures**

Probation Officers were given Family Finding training; however, there will be a necessity for updated youth case plan training, which will include this component.

##### **Action Step F: Conduct Case Reviews to Ensure that Policy and Procedures are Being Followed**

Supervising Deputy Probation Officers are required to conduct random caseload audits of their staffs' caseload to ensure compliance with Juvenile Division Policy and Procedures.

##### **Action Step G: Revise Policies and Procedures and any Subsequent Training Needed to Ensure Adherence**

Probation completed an entire review of its Juvenile Division Policy and Procedures Manual that included, but limited to youth's case plans, out of home placement screenings etc. Revised and

updated policy and procedures are being issued throughout January-February 2014, in which all Supervising Deputy Probation Officers must review such with their staff and complete a policy and procedures acknowledgement of compliance confirmation statement.

## **ANALYSIS**

Probation is pro-active in using the less restrictive means via various internal Juvenile Division supervision caseloads, family finding and using available community and/or internal treatment services to reduce the youth's risks for out of home placement.

## **ACTION STEP STATUS**

### **STRATEGY 7: IMPROVE SELF-SUFFICIENCY AND RE-INTEGRATION INTO THE COMMUNITY FOR YOUTH THROUGH LINKAGE TO ILP SERVICES**

#### **METHOD OF EVALUATION AND/OR MONITORING**

##### **Action Step A: Establish a Relationship with the ILP Provider to Address Issues for High Risk Minors Who Have Resolved Delinquency Including Housing, Employment and Education**

Probation has a reduced number of youth in comparison to CWS that are eligible for AB12 services. Probation is pro-active in working with these youth to assist them obtaining housing, employment and education.

##### **Action Step B: Train Probation Officers on What is Available in the Community for Probation Youth and Document ILP Efforts**

Probation Officers received training and future training will need to be developed and implemented to ensure practices are updated.

##### **Action Step C: Begin Educating Minors in Local Resources Earlier in Placement to Establish Connections Upon Return to Community**

Probation Officers on a continual basis work with these particular youth to assist in guiding them to the appropriate local resources.

##### **Action Step D: Finds Ways to Connect Minors with Employment, Continued Education/Training, Counseling and Housing Information, Provide a Local Resource**

Probation work with the youth to assist them in finding employment, continued education/training, counseling and housing information. See Promising Practices on an internal Probation Youth In-Custody (Juvenile Detention Facility) program under development. These particular youth will be subject to an out of home placement order versus a General Placement Order (GPO)

##### **Action Step E: Connect Minors Exiting Care with Educational Assistance from the Solano County Office of Education**

Probation Officers prior to the youth exiting a group home placement will notify the Solano County Office of Education (SCOE) Transitional Aide to assist the youth with a return to their designated school of enrollment to reduce the lag time of the youth re-entering the school system.

## **ANALYSIS**

Probation will continue to pro-actively work and collaborate with CWS for youth mental health treatment services. Probation and CWS already work collaboratively with a weekly Case Management Screening Committee.

## **BARRIERS TO FUTURE IMPLEMENTATION**

### **CHILD WELFARE SERVICES:**

As previously stated, Child Welfare Services experienced in 2013, from June through October, 11.5 vacancies out of 60 positions (19%). All but one of these positions remain vacant and will be filled as quickly as possible. Although our Social Services Supervisor and Social Services Manager classifications are generally fairly stable, between September and early November of 2013, we had 3 vacancies out of 12 positions (25%) in the Social Services Supervisor class. These positions remained vacant in 2012. For Social Services Manager, one of our two positions in this classification became vacant in September causing a 50% vacancy rate in this classification. This shortage in staffing and oversight has a direct impact on our outcomes. The vacant positions plus staff on maternity leave resulted in families experiencing a change of social worker assignments which negatively outcomes throughout the system.

Solano County Child Welfare Services' roll out of Extended Foster Care (AB12) continues to grow, with thirty-two (32) youth age 18 to 21 currently taking advantage of the program. There is a strong influence of advocates to encourage youth to remain in the system to take advantage of services available after they turn 18 years of age. The majority of these youth are choosing to transition into Supervised Independent Living Placement and are working on education and vocational goals, and further building their adult support systems, with case plans and case-management geared towards better outcomes and increased self-sufficiency. Due to the high numbers of youth placed from other counties in Solano County it is anticipated that we will experience requests for case transfers following the state protocol which will place a drain on existing resources

### **PROBATION:**

Solano County Probation experienced an increase in FY 2012-2013 and 2013-2014 with commitments to the Department of Juvenile Facilities, which impacts the length of out of home placement time due to maximum confinement time.

As noted, the higher majority of minors beyond 3 years in care for the age group of 18 are primarily juvenile sex offenders. Probation looks at emancipation for the age group of 18 and AB12 eligible, as youth that are being returned to the home of a parent or legal guardian after placement.

Various Probation supervision caseloads have been reduced due to the approximately 26% reduction of petitions resulting in a decreased referrals to probation for a full disposition report in the Juvenile Delinquency Court; however, the type of minor requiring out of home placement has impacted the length of GPO commitments.

The Probation Department is concerned with the viability of solid family reunifications with minors that are placed out of home in areas where the parents or legal guardians may not have the ability and/or desire to travel the distance for family group home visits.

## OTHER SUCCESSES/PROMISING PRACTICES

### CHILD WELFARE SERVICES:

Child Welfare Services has 26 Social Workers using iPads in the field providing them access to the statewide data base, email and general information. This technology has the potential to help Child Welfare Services social workers manage workloads and respond to the increasing demand for accountability; it can also help with efficiency and create more time to successfully serve children, youth and families. According to one Social Worker "Since my job often takes me out of the office, having an iPad has transformed my ability to get work done timely! Additionally, having access to vital information during an investigation or when completing a home study allows me to do better work without delays. With this tool, I can keep in contact with my supervisor and do work when in court, at off site trainings, or when attending meetings."

### PROBATION:

The Probation Department currently provides supervision services for approximately 347 minors at home via community supervision. Additionally, the Probation Department currently provides supervision services for minors in out of home placement via local Probation run placement facility programs (New Foundations/Changing Paths) and/or other agencies via a general placement order (GPO) such as group homes specific to the minor's risks/needs.

The Probation Department has contracted with Leaders in Community Alternatives (LCA) for our Day Reporting Centers since approximately 2001 (Vallejo) and 2011 (Fairfield) to provide intensive after school supervision and treatment services. Additionally, the Probation Department has contracted with Seneca Center for Youth and Families to provide in-home services for minors at home, assigned to the Day Reporting Centers and/or detained at the Juvenile Detention Facility/New Foundations.

In FY 2012-2013, the Probation Department had the following out of home placements:

- Department of Juvenile Facilities (provided for statistical data)
  - 0
- Juvenile Detention Facility
  - New Foundations-68
  - Changing Paths-17
- Relative Placements and Foster Care
  - 0
- General Placement Order (GPO-Group Home)
  - 16
- Rite of Passage (considered a GPO)
  - Nevada ROP-6
  - California ROP-4

In FY 2013-2014, the Probation Department had the following out of home placements as of 12/2/13:

- Department of Juvenile Facilities (provided for statistical data)
  - 5
- Juvenile Detention Facility
  - New Foundations
    - 18
  - Changing Paths
    - 10
- Relative Placements and Foster Care
  - 0

- General Placement Order (GPO-Group Home)
  - 9
- Rite of Passage (considered a GPO)
  - Nevada ROP-5
  - California ROP-2

The Probation Department is currently in the process of developing and implementing a local out of home placement program at our Juvenile Detention Facility (JDF) for male minors, ages 16-18, with a history of violent criminal/behavior that likely would be considered for placement at California/Nevada Rite of Passage and in some case the State of California Department of Juvenile Facilities (DJF). The program will focus on treatment modality specifically based on the minor's individual case plan by using evidence based practice groups and individual counseling. The JDF custody staff (group counselors) and assigned probation officer will receive specific evidence based group/individual based training, so the program will be self-supported.

Additionally, in working with the Solano County Office of Education, an enhanced education experience will be conducted to include vocational education, Smart boards and the potential for committed minors to use iPads, as part of the learning experience. There will be an increased and higher level of youth transition home component for each minor that focuses on family reunification and the minor's re-entry into the community. It is hopeful this particular program will reduce the necessity to place out of home in further away group homes, such as Rite of Passage, commitments to the Department of Juvenile Facilities and/or other group homes.

Additionally, the Probation Department is exploring the possibility of either enhancing the current New Foundations (at JDF) commitment program by reducing the population and focusing primarily on minors that truly have alcohol and/or drug addictions or creating an out-patient type program. JDF custody staff and Field probation officers will be receiving evidence based training that focuses primarily on substance abuse.

## **OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS**

### **CHILD WELFARE SERVICES:**

#### **Outcome Measure: Adoption Composite (C2.1 – C2.4)**

**National Standard:** C2.1 – 36.6% of all children discharged from foster care to a finalized adoption during the year, what percent were discharged in less than 24 months from the date of the latest removal from home?

C2.2 – 27.3 months of all children discharged from foster care to a finalized adoption during the year, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to adoption?

C2.3 – 22.7% of all children in foster care for 17 continuous months or longer on the first day of the year, what percent were discharged to a finalized adoption by the last day of the year?

C2.4 – 10.9% of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the period, what percent became legally free within the next 6 months?

**Current Performance:** According to the September 2013 Quarterly Data Report measuring children from July 1, 2012 to June 30, 2013, of the 33 children who were adopted, 12 children were adopted within 24 months with a rate of 36.4% and the median time to adoption was 29.4 months. Of 98 children in care 17 months, 20 were adopted within 12 months with a rate of 20.4%. Of 69 children in care 17 months, 5 children were legally free within 6 months with a rate of 7.2%.

**Data Analysis:**

Although Solano County’s overall median time to adoption was 29.4% children age 11 to 15 had a medium time of 42.7 months which greatly affects the overall average. Solano County completes a resource allocation tool developed by CRC to identify children with poor prognosis for reunification to support reducing the time to adoption. Solano County does not have the resources to allocate staff according to the tool recommendations to support permanency and concurrent placements (see strategy 5). Solano County recently developed a Permanency Policy to address the expectations around concurrent planning and agency coordination to support permanency. Solano County also has frequent continuances at 366.26 Hearing due to unresolved legal issues which lengthens the time required to achieve adoption as well as a high number of appeals.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

Age Group	JUL2009-JUN2010	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013
	Months in care	Months in care	Months in care	Months in care
	Median	Median	Median	Median
	Under 1	.	9.6	.
'1-2	26.2	21	21.9	24.1
'3-5	30.8	34.2	36.2	21.2
'6-10	47.3	25.1	44.9	33.6
'11-15	31.9	34	24.5	42.7
16-17	.	.	32	.
<b>Total</b>	30.8	24.7	31.2	29.4

Data Source: CWS/CMS 2013 Quarter 2 Extract.

**Outcome Measure: Long Term Care Composite (C3.1 and C3.3)**

**National Standard:** C3.1 – 29.1% of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

C3.3 – 37.5% Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?

**Current Performance:** According to the September 2013 Quarterly Data Report measuring the period from July 1, 2012 to June 30, 2013, of the 85 children in care 24 months or more, 21 children exited to permanency with a rate of 24.7%. Of the 21 children who aged out, 10 had been in care 3 years or longer with a rate of 78.8%.

## Data Analysis:

Solano County Child Welfare Services is seeing a reduction in Family Reunification and adoption for older youth. The youth taking advantage of Extended Foster Care (AB12) continues to grow, with thirty-two (32) youth age 18 to 21 currently in the program. There is a strong influence of advocates to encourage youth to remain in the system to take advantage of services available after they turn 18 years of age. The majority of these youth are choosing to transition into Supervised Independent Living Placement and are working on education and vocational goals, and further building their adult support systems, with case plans and case-management geared towards better outcomes and increased self-sufficiency. The County expects to continue to see a decrease in youth exiting to permanency due to the services available to young adults.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
	n	n	n	n
<b>Exited to reunification by end of year and before age 18</b>	12	5	6	4
<b>Exited to adoption by end of year and before age 18</b>	30	12	17	15
<b>Exited to guardianship by end of year and before age 18</b>	3	5	3	2
<b>Exited to non-permanency by end of year</b>	17	8	10	10
<b>Still in care</b>	85	70	53	54
<b>Total</b>	147	100	89	85

Data Source: CWS/CMS 2013 Quarter 2 Extract.

The chart bellows captures the number of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what number had been in foster care for 3 years or longer.

California Child Welfare Indicators Project (CCWIP)  
University of California at Berkeley

COUNT				
	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
	n	n	n	n
<b>In care less than 3 years</b>	6	3	6	11
<b>In care 3 years or longer</b>	23	13	14	10
<b>Total</b>	29	16	20	21

Data Source: CWS/CMS 2013 Quarter 2 Extract.

**CHILD WELFARE SERVICES:**

In March 2012, Solano County Child Welfare Services embraced the refinement of practice through Safety Organized Practice (SOP). SOP is family centered, with a focus on behavioral change, not services. SOP is a way of thinking that informs the family and builds a natural support network; a set of principles that guide practice; and a variety of tools such as the “Three Questions”, “Safety House”, and “Mapping” that assist social workers in emphasizing good practice. What does it look like? SOP has three major focuses; engagement, critical thinking, and enhancing safety of the youth and families Solano County serves. Cohort 1 began March 2012, and graduated in January 2013; and since then has been provided with monthly coaching to enhance the field experience. Cohort 2 began November 2012 and graduated October 2013. Cohort 3 is anticipated to begin early February 2014. The goal is to have all staff trained in the area of SOP; focusing on our mission and vision of keeping children safe in their home and community.

A Class Action Lawsuit (Katie A.) was settled statewide in December 2011 which requires timely access to mental health services for children in the Child Welfare system. It calls for a redesign of the interface between Child Welfare and Mental Health. Solano County was selected to be part of a learning collaborative to help inform this new system to ensure that children are protected, services are needs driven, strength based and family focused, family voice is assured throughout the process, services are culturally respectful and blend formal and informal supports, services are delivered with a multiagency collaborative approach and individualized and children have permanency and stability in their living situation. Solano County has begun to develop processes to meet this mission.

**PROBATION:**

The Probation Department embraces minors’ safe practices and works collaboratively with the Child Welfare System (Child Protective Services). Probation has increased their treatment planning with minors detained at the Juvenile Detention Facility by contracting with Seneca Center for Youth and Families. Our Department will be in a RFP process in the FY 2013-2014 3<sup>rd</sup> and 4<sup>th</sup> Quarters to award a new contract to a selected provider for these services. Currently, Seneca provides in-custody minor individual and/or group counseling at the Juvenile Detention Facility and New Foundations detentions and/or commitments.

The Probation Department had mandatory training for all Juvenile Division probation officers regarding impacts of Trauma Informed Care on minors and LGBTI minors to assist in better understand developing the treatments case plans for these minors. In FY 2013-2014 and/or FY 2014-2015, the Probation Department will have staff receive mandatory training for PREA (Prison Rape Elimination Act) and will have a separate policy and procedures for PREA enforcement.

CHILD WELFARE

<p><b>Strategy 1:</b> Improve and increase access to mental health services for families who are impacted by child abuse or neglect and evaluate the impact of those services.</p>	<p><input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> S1.1 No Recurrence of Maltreatment C1.3: Reunification within 12 months (6 month entry cohort)</p>
<p><b>Action Steps:</b></p>		<p><b>Person Responsible:</b></p>
<p><b>A.</b> Identify service criteria, develop Request for Proposal (RFP), and conduct an RFP for an evidenced model for in home based mental health services to address family counseling, parenting education, domestic violence, and other mental health needs. This plan will include an evidenced based evaluation.</p>	<p><b>Timeframe:</b> Completed, see pages 10 to 12</p>	<p>Administrative Manager</p>
<p><b>B.</b> Select service provider and put contract in place for in home based mental health services</p>	<p>Completed, see pages 10 to 12</p>	<p>Administrative Manager</p>
<p><b>C.</b> Develop referral process for Title IV E probation youth/families and CWS FM/FR families. Train CWS staff on the programs available and referral process.</p>	<p>Completed, see pages 10 to 12</p>	<p>CWS Managers and Contractor</p>

<p><b>D.</b> Conduct RFP to establish service broker to provide support to families in accessing available resources including a “warm handoff” from CWS to community resources</p>	<p>Completed, see pages 10 to 12</p>	<p>Administrative Manager</p>
<p><b>E.</b> Select service provider and put contract in place for service broker</p>	<p>Completed, see pages 10 to 12</p>	<p>Administrative Manager</p>
<p><b>F.</b> Develop referral process and train CWS staff on service broker services</p>	<p>Completed, see pages 10 to 12</p>	<p>CWS Managers and Contractor</p>
<p><b>G.</b> Establish quarterly meetings with all OCAP service providers and CWS to review quarterly data and implementation issues</p>	<p>Ongoing, see pages 10 to 12</p>	<p>Contract Manager</p>
<p><b>H.</b> Monitor performance for any needed changes to process and services for both mental health and service broker contracts. <i>Monitor referrals and increase utilization of services.</i></p>	<p>July 2013 – January 2018, ongoing, see pages 10 to 12  <i>January 2014 – December 2014</i></p>	<p>Contract Manager  <i>Program Managers</i></p>

I. Utilize a safe measures or business object report to track the no recurrence of maltreatment in Voluntary and Court FM cases to evaluate the program effectiveness on a quarterly basis.	July 2013 – January 2018, ongoing see pages 10 to 12	CWS Managers
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<b>Strategy 2:</b> Expand Alcohol and Other Drug (AOD) services for parents involved with the Child Welfare System.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> S1.1 No Recurrence of Maltreatment C1.3 Reunification within 12 months (6 month entry cohort)
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>A.</b> Develop a Memorandum of Understanding between Substance Abuse and CWS to provide outpatient treatment for eligible clients	Completed, see pages 13 to 14	Administrative Manager
<b>B.</b> Develop referral process and train CWS staff for substance abuse services	Completed, see pages 13 to 14	CWS Managers
<b>C.</b> Conduct RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources	Completed, see pages 13 to 14	Administrative Manager

<p><b>D.</b> Select service provider and put contract in place for service broker</p>	<p>Completed, see pages 13 to 14</p>	<p>Administrative Manager</p>
<p><b>E.</b> Develop referral process and train CWS staff on service broker services</p>	<p>Completed, see pages 13 to 14</p>	<p>CWS Managers</p>
<p><b>F.</b> Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues</p>	<p>April 2013 – January 2018, ongoing see pages 13 to 14</p>	<p>Contract Manager</p>
<p><b>G.</b> Monitor performance for any needed changes to process and services for both substance abuse treatment services and service broker. <i>Monitor referrals and increase utilization of services.</i></p>	<p>January 2013 – January 2018, ongoing see pages 13 to 14  <i>January 2014 – December 2014</i></p>	<p>Contract Manager  <i>Program Managers</i></p>
<p><b>I.</b> Utilize a safe measures or business object report to track the no recurrence of maltreatment in Voluntary and Court FM cases to evaluate the program effectiveness on a quarterly basis.</p>	<p>July 2013 – January 2018, ongoing see pages 13 to 14</p>	<p>CWS Managers</p>

<p><b>Strategy 3:</b> Provide Adoption promotion and support services to increase permanency for children in Solano County. Provide an evidence based program to promote and provide support to children and adoptive families to nurture lifetime commitments.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Identify service criteria, develop and conduct an RFP for an evidenced based program to promote adoption and provide supportive services to pre and post adoptive families. This program will include an evidenced based evaluation.</p>	<p>Completed, see pages 14 to 15</p>	<p>Administrative Manager</p>
<p><b>B.</b> Select service provider and put contract in place for adoption promotion and supportive services</p>	<p>Completed, see pages 14 to 15</p>	<p>Administrative Manager</p>

<p><b>C.</b> Develop referral process and train CWS staff on available adoption promotion and supportive services</p>	<p>Completed, see pages 14 to 15</p>	<p>CWS Managers and Contractor</p>
<p><b>D.</b> Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues</p>	<p>April 2013 – January 2018, ongoing see pages 14 to 15</p>	<p>Contract Manager</p>
<p><b>E.</b> Monitor performance for any needed changes to process and services for adoption promotion and supportive program <i>Monitor referrals and increase utilization of services.</i></p>	<p>January 2013 – January 2018, ongoing see pages 14 to 15  <i>January 2014 – December 2014</i></p>	<p>CWS Contract Manager  <i>Program Managers</i></p>

<p><b>Strategy 4:</b> Increase Relative placements through improvement of the relative approval process and development of supports for these caregivers, including the child welfare and probation systems and the community at large and enhance Family Finding efforts by engaging extended family members while the child is in care</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input checked="" type="checkbox"/>	PSSF	<input type="checkbox"/>	N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input checked="" type="checkbox"/>	PSSF									
<input type="checkbox"/>	N/A									
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>								

<p><b>A.</b> Identify service criteria, develop and conduct an RFP for an evidenced based program for kinship support and navigation services including support groups, referral sources, and case management. This program will include an evidenced based evaluation.</p>	<p>Completed, see pages 15 to 17</p>	<p>Administrative Manager</p>
<p><b>B.</b> Select service provider and put contract in place for kinship support services</p>	<p>Completed, see pages 15 to 17</p>	<p>Administrative Manager</p>
<p><b>C.</b> Develop referral process and train CWS staff to access kinship supportive services</p>	<p>Completed, see pages 15 to 17</p>	<p>CWS Managers and Contractor</p>
<p><b>D.</b> Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues</p>	<p>April 2013 – January 2018, ongoing see pages 15 to 17</p>	<p>Contract Manager</p>
<p><b>E.</b> Monitor performance for any needed changes to process and services for kinship support contract <i>Monitor referrals and increase utilization of services.</i></p>	<p>January 2013 – January 2018, ongoing see pages 15 to 17 <i>January 2014 – December 2014</i></p>	<p>Contract Manager <i>Program Manager</i></p>

<p><b>F.</b> Finalize policy and train on Relative Search and Notification Policy. Develop a business object report to track the frequency of Family Finding efforts.</p>	<p>March 2013 – Completed and ongoing, see pages 15 to 17</p>	<p>CWS Managers</p>								
<p><b>G.</b> Increase use of available external resources to locate and engage relatives</p>	<p>January 2013 – December 2013, ongoing see pages 15 to 17</p>	<p>CWS Manager</p>								
<p><b>H.</b> Utilize kinship support services to maintain relative placements and enhance permanency planning</p>	<p>April 2013 – January 2018, see pages 15 to 17</p>	<p>CWS Staff</p>								
<p><b>I.</b> Develop Business Objects report or other tracking mechanism to be reviewed quarterly to determine if Family Finding efforts have increased</p>	<p>April 2013 – January 2018, see pages 15 to 17</p>	<p>IT and CWS Managers</p>								
<p><b>Strategy 5:</b> Ensure consistency in the use of Permanency- Family Team Meetings.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.3: Reunification within 12 months (6 month entry cohort) C4.1: Placement Stability Outcome: Placement Stability (8 days to 12 months)</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>								

<p><b>A.</b> Ongoing training for staff on facilitation skills</p>	<p>November 2012 – January 2018, see pages 17 to 18</p>	<p>CWS Managers</p>
<p><b>B.</b> Maintain and review data on permanency family meetings via monthly Business Objects reports.</p>	<p>January 2013 – January 2018, ongoing see pages 17 to 18</p>	<p>IT and CWS Managers</p>
<p><b>C.</b> Hold staff accountable to have meetings as outlined in the PFM and TDM protocols</p>	<p>January 2013 – January 2018, ongoing see pages 17 to 18</p>	<p>CWS Supervisors</p>

<p><b>Strategy 6:</b> Provide intensive prevention and early intervention services to at-risk youths not known to Child Welfare Services.</p>	<table border="1"> <tr> <td data-bbox="824 1066 873 1360"> <input type="checkbox"/> CAPIT </td> <td data-bbox="824 1066 997 1066"> <b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Substantiation Rates </td> </tr> <tr> <td data-bbox="873 1066 922 1360"> <input checked="" type="checkbox"/> CBCAP </td> <td></td> </tr> <tr> <td data-bbox="922 1066 971 1360"> <input type="checkbox"/> PSSF </td> <td></td> </tr> <tr> <td data-bbox="971 1066 997 1360"> <input type="checkbox"/> N/A </td> <td></td> </tr> </table>	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Substantiation Rates	<input checked="" type="checkbox"/> CBCAP		<input type="checkbox"/> PSSF		<input type="checkbox"/> N/A		
<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Substantiation Rates									
<input checked="" type="checkbox"/> CBCAP										
<input type="checkbox"/> PSSF										
<input type="checkbox"/> N/A										
<p><b>Action Steps:</b></p> <p><b>A.</b> Identify service criteria, develop and conduct an RFP for an evidenced based positive youth development program to assist at risk youth in developing skills so that they can become healthier and not become known to the Child Welfare or Probation system. This program will include an evidenced based evaluation.</p>	<p><b>Timeframe:</b></p> <p>October 2012 - November 2012, not met, see pages 18 to 19</p> <p>December 2013</p>	<p><b>Person Responsible:</b></p> <p>Administrative Manager</p>								

<p><b>B.</b> Select service provider and put contract in place for a positive youth development program.</p>	<p>December 2012 - January 2013, not met, see pages 18 to 19  January 2014</p>	<p>Administrative Manager</p>
<p><b>C.</b> Establish quarterly meetings with service providers and CWS to review quarterly data and implementation issues</p>	<p>April 2013 – January 2018, not met see pages 18 to 19</p>	<p>Contract Manager</p>
<p><b>D.</b> Monitor performance for any needed changes to process and services for positive youth development program</p>	<p>January 2013 – January 2018, not met see pages 18 to 19</p>	<p>Contract Manager</p>

**PROBATION**

<b>Strategy 1:</b> Improve and increase access to mental health services for youth involved in the probation system.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A		<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.3: Reunification within 12 months (6 month entry cohort) C3.3: Exits to Permanency
	<b>Action Steps:</b>		
	<b>Timeframe:</b>		
	<b>Person Responsible:</b>		
<b>A.</b> Actively participate in the RFP process to secure mental health services.	October 2012 – December 2012 <b>Completed, See Pages 19 to 21</b>		Probation Manager or Placement SDPO
<b>B.</b> Refer identified youth and families to the procured services, monitor performance and track progress.	March 2013 – January 2018 <b>Ongoing, See Pages 19 to 21</b>		Placement DPO/Probation staff
<b>C.</b> Develop an evaluation process that includes random case reviews, and exit surveys to track service delivery.	March 2013 to June 2013 <b>Completed and ongoing, See Pages 19 to 21</b>		Probation Manager and/or Probation SDPO
<b>D.</b> Based on the evaluation process determine if any policy or practices need to be updated based on the 2013-2018 System Improvement Plan.	June 2013 - January 2018 <b>Completed, See Pages 19 to 21</b>		Probation Manager and/or Probation SDPO

D. Participate in RFP to establish service broker to provide support to families in accessing available resources including a "warm handoff" from CWS to community resources	October 2012 - November 2012 <b>Completed, See Pages 19 to 21</b>	CWS Administrator
E. Refer families to service broker provider	February 2013 – February 2013 <b>Completed and Ongoing, See Pages 19 to 21</b>	Placement DPO
F. Attend established quarterly meetings with service providers, CWS, and Probation to review quarterly data and implementation issues	April 2013 – January 2018 <b>Completed and Ongoing, See Pages 19 to 21</b>	Probation Manager or Placement SDPO

<b>Strategy 2:</b> Improve and increase access to Alcohol and Other Drug (AOD) services for youth involved with the Probation systems	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.3: Reunification within 12 months (6 month entry cohort) C3.3: Exits to Permanency
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
A. Actively participate in the negotiations with CWS and Substance abuse	January 2013 – January 2013 <b>Completed, See Page 21</b>	Probation Manager and/or Placement SDPO

<p><b>B.</b> Refer eligible youth and families to the procured services and track what services are provided.</p>	<p>March 2013 – January 2018 <b>Completed and Ongoing, See Page 21</b></p>	<p>Placement DPO/Probation staff</p>
<p><b>C.</b> Develop an evaluation process that includes random case reviews, and exit surveys to track service delivery.</p>	<p>March 2013 to June 2013 <b>Completed and Ongoing, See Page 21</b></p>	<p>Probation Manager or Probation SDPO</p>
<p><b>D.</b> Based on the evaluation process determine if any policy or practices need to be modified based on the 2013-2018 System Improvement Plan</p>	<p>June 2013 - January 2018 <b>Completed, See Page 21</b></p>	<p>Probation Manager and/or Placement SDPO</p>
<p><b>E.</b> Participate in RFP to establish service broker to provide support to families in accessing available resources including a “warm handoff” from CWS to community resources</p>	<p>October 2012 - November 2012 <b>Completed, See Page 21</b></p>	<p>CWS Administrator</p>
<p><b>F.</b> Refer families to service broker provider</p>	<p>February 2013 – February 2013 <b>Completed and Ongoing, See Page 21</b></p>	<p>Probation DPO/Probation staff</p>

<p><b>Strategy 4:</b> Enhance Family Finding efforts and permanency planning by engaging extended families while the youth is in care.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C3.3: In care 3 years or longer (Emancipated/Age 18)</p>
<p><b>Action Steps:</b></p>	<p><b>Timeframe:</b></p>	<p><b>Person Responsible:</b></p>
<p><b>A.</b> Educate families about the purpose of Family Finding, focusing on permanent connections.</p>	<p>January 2013 – January 2018 <b>Completed. See Pages 22 to 23</b></p>	<p>Probation Officers</p>
<p><b>B.</b> Determine the fiscal feasibility of a search engine, either through the TLO procurement or Child Welfare.</p>	<p>January 2013 - July 2013 <b>Ongoing See Pages 22 to 23</b></p>	<p>Probation Manager and/or Placement SDPO</p>
<p><b>C.</b> Determine the fiscal feasibility of utilizing "Skype" technology to encourage more frequent contact and engagement of family.</p>	<p>January 2013 - July 2013 <b>Ongoing, See Pages 22 to 23</b></p>	<p>Probation Manager and/or Placement SDPO</p>
<p><b>D.</b> Develop an internal policy and process for family finding. With priority for those youth whose concurrent plan states they are at risk of not returning home at the completion of treatment.</p>	<p>July 2013 - December 2013 <b>Completed, See Pages 22 to 23</b></p>	<p>Probation Manager and/or Placement SDPO and Placement Officers</p>

<p><b>E.</b> Train staff on the importance of Family Finding for permanency for youth, and policies and procedures.</p>	<p>January 2014 – January 2014 <b>Completed, See Pages 22 to 23</b></p>	<p>Placement SDPO and Placement Officers</p>
<p><b>F.</b> Conduct case reviews to ensure that policies and procedures are being followed.</p>	<p>July 2014, July 2015, July 2016, July 2017 <b>Ongoing, See Pages 22 to 23</b></p>	<p>Placement SDPO</p>
<p><b>G.</b> Revise policies, procedures and any subsequent training needed to ensure adherence.</p>	<p>August 2014, August 2015, August 2016, August 2017 <b>Ongoing, See Pages 22 to 23</b></p>	<p>Probation Manager and Placement SDPO</p>

<p><b>Strategy 7:</b> Improve self-sufficiency and re-integration into the community for youth through linkage to ILP services.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C3.3: In care 3 years or longer (Emancipated/Age 18)</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									
<p><b>Action Steps:</b> <b>A.</b> Establish a relationship with the ILP provider to address issues for high risk minors who have resolved delinquency including housing, employment and education.</p>	<p><b>Timeframe:</b> January 2013 – January 2018 <b>Completed and Ongoing, See Pages 23 to 24</b></p>	<p><b>Person Responsible:</b> Probation Manager, Placement SDPO and Probation Officers</p>								

<p><b>B.</b> Train probation officers on what is available in the community for probation youth and document ILP efforts.</p>	<p>June 2013 – June 2013 <b>Completed, See Pages 23 to 24</b></p>	<p>Probation SDPO's and Probation staff</p>
<p><b>C.</b> Begin educating minors in local resources earlier in placement to establish connections upon return to community</p>	<p>January 2013 – January 2018 <b>Completed, See Pages 23 to 24</b></p>	<p>Placement Officers</p>
<p><b>D.</b> Find ways to connect minors with employment, continued education/training, counseling and housing information; provide a local resource.</p>	<p>January 2013 – January 2018 <b>Completed and Ongoing, See Pages 23 to 24</b></p>	<p>Placement Officers</p>
<p><b>E.</b> Connect minors exiting care with educational assistance from Solano County Office of Education.</p>	<p>April 2013 – January 2018: 90 days prior to minors exiting placement <b>Completed and Ongoing, See Pages 23 to 24</b></p>	<p>Placement Officers</p>