

**California Program Improvement Plan
Quarterly Report
Reporting Period: January – March 2005**

Modified 4/25/05

Safety Outcome 1, Item 2A

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| <p>Improvement Goal: The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.</p> | <p>March 31, 2005:</p> | |
| <p>Frequency of Measurement: Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county.</p> <p>By June 30, 2004, we expect to improve by 0.9 percent.</p> | <p>AFCARS/NCANDS Semi-Annual Measures –</p> <p>Dec 2003: 11.2% June 2004: Dec 2004: June 2005:</p> | <p>C-CFSR Quarterly Data –</p> <p>March 2004: 11.3% (from 3rd qtr 2003) June 2004: 11.1% (from 4th qtr 2003) Sept 2004: 8.9% (from 1st qtr 2004) Dec 2004: 8.7% (from 2nd qtr 2004) March 2005: 9.0% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.</p> | <p>Date Improvement Goal Achieved: 10/7/04</p> <p>Date all Action Steps completed:</p> | |

| <p>Safety Outcome 1, Item 2A Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly.</p> | | |

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| Cross-reference to Item 2b, Action Step 5; Items 3&4 Action Step 1; Item 5 Action Step 1; Item 6, Action Step 1; Item 7, Action Step 1; Item 10, Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44, Action Step 1 | | |
| CDSS will convene a promising practices exchange meeting with the 10 largest counties | 9/04 | <p>CDSS will arrange a meeting place and time; send out meeting notice.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. A meeting was arranged for September 23, 2004, and notices sent out. <p>CDSS will lead "Promising Practices Exchange" meeting.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. A conference call was held with the ten largest counties on September 23, 2004 to initiate this action step. Participants included representatives from Los Angeles, San Diego, San Bernardino, Sacramento, Riverside, Alameda, Orange, Santa Clara, Fresno, and San Francisco Counties. County self-assessment data was reviewed, and representatives discussed approaches they followed in relation to targeted outcomes. All counties are in the process of submitting policies / descriptions concerning their best practices to address Repeat Maltreatment, as well as address other safety, permanency and well-being outcomes. These submissions will be reviewed and considered for implementation by high priority counties. |
| CDSS will develop a list by county of specific actions to be completed. | 10/04 | <p>In partnership with the counties, CDSS will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. A list of strategies each county plans to implement from now until June 30, 2005 was developed 12/1/2004. Strategies are listed relative to each PIP item with the counties identified as either high priority or high performing according to their reported performance. <input checked="" type="checkbox"/> Update: The updated information for each county with specific actions to be completed was sent to Region IX in April 2005. |
| CDSS will track county progress provide | 6/05 | CDSS will utilize the C-CFSR Quarterly County Data Reports and |

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| technical assistance and report quarterly on county progress. | | <p>System Improvement Plans as a mechanism for reporting county progress. No report due this quarter. CDSS will provide technical assistance to counties. No report due this quarter. CDSS will report on county progress in the PIP quarterly report. <input checked="" type="checkbox"/> See above tasks.</p> |
| Promising Practices of high performing counties will be identified. | 09/03 | <p>The CDSS will review safety practice literature (07/03) <input checked="" type="checkbox"/> Completed 7/03. Using C-CFSR (Matrix #1A&B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03) <input checked="" type="checkbox"/> Completed: The C-CFSR process began implementation in the first quarter of 2004, and counties received their individual data. High performing and high priority counties were identified. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03) <input checked="" type="checkbox"/> Completed. CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (08/03) <input checked="" type="checkbox"/> Completed. CDSS will release guide to all counties in an ACIN as a resource to all counties. (09/03) <input checked="" type="checkbox"/> Completed. The Promising Practices Guide was completed 09/30/03, approved, and distributed to counties via ACIN. The ACIN (number I-65-03) is available to all counties on the CFSD website.</p> |
| Los Angeles County will implement a risk assessment process at all key decision points within the life of the case | 11/03 | <p>A training plan was developed to implement on a priority basis as follows: All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols.</p> |

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| | | <p><input checked="" type="checkbox"/> Completed 2/03. All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals.</p> <p><input checked="" type="checkbox"/> Completed 4/03. All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment.</p> <p><input checked="" type="checkbox"/> Completed 4/03. All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03).</p> <p><input checked="" type="checkbox"/> Completed. All FM, FR and PP workers and their supervisors in the County have been trained on the use of the safety and risk assessment, family strengths and needs assessment and reunification tools. As of March 2004, all offices are utilizing the SDM tools.</p> <p>All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05)</p> <p><input checked="" type="checkbox"/> Completed 04/03. New staff and refresher training is available.</p> |
| CDSS will provide technical support on the implementation of risk assessment in Los Angeles county | 06/05 | <p>Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05)</p> <p><input checked="" type="checkbox"/> The National Council on Crime and Delinquency's Children Research Center (CRC) continues to provide technical assistance on the implementation of risk assessment to Los Angeles County. Full implementation of the risk assessment has been completed in Los Angeles County as of March 2004, but technical assistance continues to be provided as needed.</p> |

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| | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CRC conducted a site visit on July 20, 21 & 22 to Los Angeles County. They reviewed SDM Response Priority tool completion at the Hotline. They also reviewed Safety and Risk tool completion at the Emergency Response Command Post, the Belvedere office, the Lakewood Office, the Metro North office, the Torrance office and the Wateridge office. Specific feedback was provided to each office noting strengths and items for improvement. <input checked="" type="checkbox"/> Risk Assessment is fully implemented in Los Angeles County. The Risk tool is completed on every new referral with a substantiated or inconclusive allegation. CRC continues to offer technical assistance, and a site visit is scheduled for early 2005. <input checked="" type="checkbox"/> Update: CRC provided assistance January 5-6 in an analysis of high and very high risk referrals conducted by DCFS in December 2004. Additionally, CRC provided SDM overview training to the County's Deputy Directors, and provided case review training on the Safety and Risk tools to all regional middle managers January 25-27. CRC assisted in conducting a case review of moderate risk referrals February 28-March 1. CRC met with regional office experts on March 25 to develop a quality case review plan. |
| CDSS will monitor the implementation of risk assessment in Los Angeles County | 06/05 | <p>The CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. <input checked="" type="checkbox"/> SDM has been fully implemented in Los Angeles County, and all offices are utilizing the SDM assessment tools. <input checked="" type="checkbox"/> The SDM Utilization Report was launched in March 2004. This report monitors staff use of the Safety and Risk Assessment tools department-wide. Sample Detention, Jurisdictional, Dispositional and Status Review Court |

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| | | <p>Reports have been developed and utilized in training to provide staff concrete examples of SDM assessment tool integration into these reports. These tool samples are available online for staff access.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SDM Utilization Report was expanded to include reporting on Risk Reassessment and Reunification Reassessment tools. The reports were posted on the LAKids system during the first week of Sept. 2004, and are updated for staff use. All Emergency Response workers, supervisors and Dependency Investigators (a total of 460 staff) have been trained on the use of the Family Strengths and Needs Assessment, Investigation Narrative and the sample Detention report. <input checked="" type="checkbox"/> On October 13 and 14, Los Angeles County co-hosted with CRC the National SDM conference in Long Beach. Over 220 attended the conference representing jurisdictions from across the United States and Australia. Seventy-five staff from Los Angeles County attended. Workshops for supervisors and managers were provided both days. Counties and other states were able to share experiences in implementing and utilizing SDM. <input checked="" type="checkbox"/> A formal site visit by CRC is scheduled for January 2005. The plan is to review the use of the Safety and Risk tool. <input checked="" type="checkbox"/> Update: On January 10th, CRC provided a specialized report on case opening rates by office to assist in processing the analysis of high and very high risk cases; on March 7th, CRC provided a comprehensive management report analyzing SDM usage in Los Angeles County from January to December 2004. |
| <p>Action Step # 2: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, CDSS will implement statewide. (Cross-reference to Safety Outcome 2, Item 3 &</p> | | |

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| 4; Permanency Outcome 1, Item 5) | | |
| Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary. | 04/03 | The CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed. |
| Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended. | 05/03 | The CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). <input checked="" type="checkbox"/> Completed. |
| Submit proposal | 05/03 | Introduced language into Trailer Bill as part of the May Revise (05/03). <input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for possible inclusion in budget trailer language. A decision by budget committee staff was made not to include the language at that time pending further policy discussions about the proposal. <input checked="" type="checkbox"/> The legislative proposal was resubmitted to the Legislature, and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004. <input checked="" type="checkbox"/> The bill has been signed by the Governor, and was chaptered on August 30, 2004. It takes effect on January 1, 2005. |
| If legislation passes, implement through All County Letter (ACL) and regulation processes as needed. | 09/03 (assumes legislation passes on 7/1/03) | The CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Fiscal, claiming, regulation, training and CWS/CMS changes are beginning to be identified. The CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system |

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| | | <p>changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Legislation has recently been passed, but is not yet effective. An ACL will be drafted. <input checked="" type="checkbox"/> Legislation will be effective January 1, 2005. An ACL has been drafted but is temporarily on hold pending further information relating to Title IV-E case plan requirements. <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above task. <input checked="" type="checkbox"/> The portion of the bill that addresses the issue of family maintenance services will be implemented effective 1/1/05. Any necessary changes to Division 31 regulations on this issue will be incorporated into the regulation changes needed for the case plan extension. <input checked="" type="checkbox"/> Update: ACL 05-07 has been drafted, and is completing the sign off process. It should be released shortly. <p>CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Training needs on this topic will be identified. <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Discussions about CWS/CMS changes have been initiated. <input checked="" type="checkbox"/> Some changes may need to be made to CWS/CMS to implement the case plan portion of AB 2795. Discussions are currently underway regarding the ability to issue a CWS/CMS bulletin advising counties when the system can |

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| | | accommodate the change. This issue is under discussion with the counties. |
| | | <p>CDSS will begin regulation change process (9/03); regulation changes take approximately nine months--ACL remains in force during the interim time period.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> After the ACL is issued, work on regulations may begin. <input checked="" type="checkbox"/> Once the necessary CWS/CMS bulletins have been issued, CDSS will be seeking approval to promulgate regulations on an emergency basis. |
| CDSS will monitor implementation | 06/05 | <p>CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Legislation has just passed and became effective January 1, 2005. No changes in data will yet be evident. |
| <p>Action Step #3: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p> | | |
| The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings | 06/05 | <p>Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. |

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| <p>with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the “Interagency Child Welfare Services Team” and will focus on optimizing good outcomes for children and families served in common between and among departments.</p> | | <p>Appointments made by respective directors (05/03) <input checked="" type="checkbox"/> Completed. First meeting held May 21, 2003; regular monthly meetings to begin. (06/05) <input checked="" type="checkbox"/> The State Interagency Team Meetings were held January 28, February 25, and March 25 during this quarter. First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03) <input checked="" type="checkbox"/> Completed. CDSS will share a copy of the charter with ACF. (09/03) <input checked="" type="checkbox"/> Completed. The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04) <input checked="" type="checkbox"/> Beginning 9/03, the team has been briefed as to the C-CFSR process, and they will begin receiving information regularly after the county self-assessments and SIPs are submitted 6/04 and 9/04, respectively. <input checked="" type="checkbox"/> As reported above, at the August 27 Interagency Team meeting, there was discussion that the counties’ CFSR System Assessments reflected a serious commitment of time and effort by the counties. A brief summary of findings from the counties’ self assessments was discussed. <input checked="" type="checkbox"/> The Team is working on a number of needs identified by counties in their self assessments and SIPs, including confidentiality issues that present barriers to coordinating services and the accessing of mental health services by foster youth placed outside their</p> |

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| | | <p style="text-align: center;">county of origin. (Meeting minutes for the three meetings are being submitted to Region IX.)</p> <p>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. See previous reports. However, this is an ongoing process. (Also see information contained in Interagency Team minutes.) <p>Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As reported previously and in the meeting minutes, the Interagency Team has been briefed as to findings from the counties' self assessments. They have been briefed as to the findings from the counties' self improvement plans as well. They have begun to identify interagency systemic barriers to accessing services and are formulating ways to remove the barriers (e.g. working on confidentiality issues); are working on the coordination of services at the state and local levels (e.g. this quarter invited a representative from The Workforce Investment Board to join the Team); are working (through Barrier Busters and the Fiscal Academies) to leverage funds across program areas; and are beginning work to identify areas of policy development to promote service coordination and integration (have had many discussions on common performance indicators, the programs each entity administers and how to enhance integration of services). <input checked="" type="checkbox"/> The Barrier Busters Interagency Team (BBIT) met this quarter on January 28 and March 3. (Meeting notes are being provided to Region IX.) <input checked="" type="checkbox"/> In addition, the first of the Fiscal Academy's regional |

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| | | <p>trainings for counties was held on March 25. These are two day sessions sponsored by the California Department of Social Services, in cooperation with The Center for Human Services at UC Davis Extension, and made possible with generous contributions from the Foundation Consortium of California and the California First Five Commission. The training sessions are designed to provide insight into financing mechanisms and opportunities to improve programs that serve vulnerable children. They will also give county representatives a chance to cultivate ideas across agencies with a focus on enhancing services and improving safety, well-being, and permanency outcomes for these children.</p> <p><input checked="" type="checkbox"/> The two-day course will provide participants with the fundamentals of child welfare services funding, allocations, claiming, and budgeting as well as explore new initiatives and emerging opportunities. Topics include federal funding opportunities for IV-E, IV-B, and Title XIX within current claiming rules; the allocation process beginning with the November Subvention, the May revise, and the final state budget; tracking CWS expenditures through the claiming process, identifying the revenue maximization opportunities that are currently available; initiatives including CWS improvement, Differential Response, Wraparound, Family to Family and Linkages; current events and pending legislation including proposals to cap or limit funding; and opportunities for partnering with other departments including Mental Health, Probation, and the Department of Education. The target audience is deputy directors, program managers and/or fiscal officers of child welfare services; and directors, program administrators and/or fiscal officers of other</p> |

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| | | <p style="text-align: center;">county departments such as mental health, probation, etc. Five additional statewide sessions are scheduled to be held throughout the state over the next year.</p> |
| <p>The Interagency Team, as appropriate will implement changes within their areas of responsibility.</p> | <p>06/05</p> | <p>CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As reported previously, at the August 27 Interagency Team meeting, there was discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties' self assessments was discussed. <input checked="" type="checkbox"/> The Interagency Team is working to improve access and expand substance abuse services, mental health treatment services and services to families who are at risk of or experiencing family violence. (The Interagency Team meeting minutes with details on this are being provided to Region IX.) <p>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As described in previous quarterly reports (and in the minutes), The Interagency Team is continuing work to improve access and expand substance abuse services, mental health treatment services and services to families who are at risk of or experiencing family violence, among other efforts. <input checked="" type="checkbox"/> A review of 18 counties during 2004 indicated that mental health treatment services were identified as being in the top three needs for services needed by families in the CWS system. All County Information |

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| | | <p>Notice I-07-05 provides information to county social service agencies on the Mental Health Services Act (MHSA), which is also known as Proposition 63. In this notice, counties are encouraged to work with their local mental health partners to assess unmet mental health needs and identify high priority underserved populations, as well as ensure that linkages are made to goals and activities related to the PIP, the Redesign, and the State outcomes and accountability process. This ACIN in the sign off process and will be released shortly.</p> <p>CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The county self assessments were due June 30, 2004, and the SIPs were due by September 30, 2004. As reported above, at the August 27 meeting, there was discussion that the counties' C-CFSR self assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties self assessments was discussed. <input checked="" type="checkbox"/> After the review and analysis of information contained in the SIPs has been completed, the information was shared with the Interagency Team. <input checked="" type="checkbox"/> Information has been shared with the Interagency Team on a flow basis, and work is underway to improve access to and better coordinate services. (See above.) |
| CDSS will monitor implementation of state/county changes in policy, | 06/05 | CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). |

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| procedure and regulation recommended by the interagency work group. | | <input checked="" type="checkbox"/> See above tasks. |
| Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) | | |
| The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties. | 08/03 | <p>Research and analysis of national safety and risk assessment processes completed. (06/02). <input checked="" type="checkbox"/> Completed.</p> <p>Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02). <input checked="" type="checkbox"/> Completed.</p> <p>Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03). <input checked="" type="checkbox"/> Completed.</p> <p>Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03) <input checked="" type="checkbox"/> Completed. Research and analysis was completed, and the report submitted to CDSS 9/03.</p> |
| Los Angeles and ten other counties (see Glossary) will begin testing the California Comprehensive Safety Assessment System that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning | 06/05 | <p>Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and ten other (09/03). <input checked="" type="checkbox"/> To assist counties in integrating the safety assessment approach, differential response and other practice strategies, a Request for Application (RFA) was sent to all 58 counties in April 2003. A total of \$2.6 million in CDSS incentive funds was provided to counties to assist them with planning, assessing and developing implementation strategies for comprehensive safety assessment, differential response and other practice improvements.</p> <p><input checked="" type="checkbox"/> Early implementing counties (eleven counties, including</p> |

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| <p>and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.</p> | | <p>Los Angeles) began meeting in September 2003, and have received support and technical assistance in the areas of CWS Redesign Implementation Guide modules; safety, risk and protective capacity assessment tools; and standardized practice planning.</p> <p>CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools, to Los Angeles and ten other counties to test the California Comprehensive Safety Assessment System beginning 09/03. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Beginning 9/03, CDSS selected 11 counties, including Los Angeles, to be early implementers (Cohort 1) as part of Redesign. As part of this process (see #1 above), counties tested the approaches to safety assessment. <input checked="" type="checkbox"/> Members of the 11 early implementing counties are continuing to receive training, support and technical assistance from CDSS and from consultants on the safety assessment process. <input checked="" type="checkbox"/> CDSS and pilot county representatives continued their collaborative efforts this quarter. Meetings were held on January 11, February 7 and March 14. Also, for those early implementing counties that utilize Structured Decision Making (SDM), separate meetings with the Children’s Research Center (CRC) were held on March 8, 9 and 10, as well as on April 5 and 6, to work on modifications to SDM to ensure it meets the requirements of the safety assessment approach. In addition, the early implementing counties that utilize the Fresno Model have also been meeting, and have been working with a contractor, Sphere, on modifications to the Fresno Model to ensure it also meets the requirements of the safety assessment approach. With these efforts, counties are preparing to |

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| | | implement the comprehensive safety assessment on June 30, 2005. |
| The California Comprehensive Safety Assessment System will be evaluated and recommendations will be made for any system adjustments and the need for statutory authority before expanding the number of counties using it. | 06/05 | CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (06/05). No report due this quarter. |
| The California Comprehensive Safety Assessment System is implemented in 11 counties. | 06/05 | <p>Counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The assessment approach was examined closely during the first quarter of 2004 by workgroups attended by the 11 county child welfare directors and their line staff. <input checked="" type="checkbox"/> The workgroups and Team are working to reach consensus on the details of how the approach and tools help determine which response paths a referral receives, and how to best assess and serve children and families throughout the life of the case. <input checked="" type="checkbox"/> On September 24, 2004, representatives from eleven counties designated as early implementers for the Child Welfare System Improvement and representatives of CDSS met to continue work on the Standardized Safety Approach. The work group met to define deliverables and to develop a detailed implementation plan. <input checked="" type="checkbox"/> CDSS and Pilot County representatives met face-to-face this quarter on November 1 and December 6, 2004. Conference calls were held October 18 and November 24, |

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| | | <p>2004. A system framework has been developed indicating intervention points throughout the life of a case (from referral to closure) when safety should be assessed and considered. At each point, the purpose and desired outcome of the intervention has been identified. Work continues to define standardized terms for inclusion into the system. Work has begun toward implementation planning. Preliminary discussion has begun regarding training needs. Resources needed for system delivery along with needed changes in practice, statute and regulations are being identified.</p> <p><input checked="" type="checkbox"/> Update: CDSS and pilot county representatives continued their collaborative efforts this quarter. Meetings on January 11, February 7 and March 14, 2005, served to further refine the safety assessment framework, assist development of glossary terms and move the workgroup forward toward the target date of June 30, 2005. Briefings with legislative staff, CWDA and the Pilot County Directors (March 16), have elicited positive feedback and endorsement of the Safety Assessment System and work produced to date. Training plans are in development. Each pilot county member is now in the process of reviewing their implementation status and developing county-specific plans to fully implement the system by June 30th.</p> <p>CDSS and the 11 counties will assess safety, risk and family protective capacity, and validate the elements to be included in the standardized safety system including identifying changes in practice, and statute and regulation, as well as resources needed to rollout statewide (06/05) No report due this quarter</p> <p>Counties will implement system by training county CWS staff, testing</p> |

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| | | the process in each county and fully implementing in each of the 11 counties. (06/05) No report due this quarter |
| The CDSS will facilitate and monitor development of a safety, risk and parental capacity assessment system and begin planning for including in CWS/CMS | 06/05 | CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> See previous tasks. |
| Action Step #5: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36) | | |
| The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services. | 06/03 | A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03). <input checked="" type="checkbox"/> Completed. The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03). <input checked="" type="checkbox"/> Completed. <input checked="" type="checkbox"/> The differential response framework was completed by the CWS Stakeholders Group workgroup. A subsequent workgroup added significant detail as to the protocols and processes for each of the three differential response paths and integrated this work with that being done on the comprehensive safety assessment. A current workgroup of predominantly county representatives is developing general implementation guidelines to assist the counties in transitioning to implementation of the new system. <input checked="" type="checkbox"/> The differential response workgroup has developed a draft of suggested protocols (practice, program and policy guidelines) addressing the key components for county implementation including community capacity/partnership development, resolving |

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| | | confidentiality issues, reflecting differential response changes in CWS/CMS, and evaluating the effectiveness of differential response implementation. |
| <p>Los Angeles and ten other counties will implement in order to test the implementation of differential response system.</p> | <p>07/04</p> | <p>Los Angeles and ten other counties will begin implementation of differential response in targeted communities 09/03. (03/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed: implementation has begun. On September 23, 2003, eleven counties were chosen as early implementing counties, and include Los Angeles County. <input checked="" type="checkbox"/> Currently, CDSS is developing and testing a screening process that includes a differential response protocol utilizing three paths of service delivery: 1) CWS High Risk Intervention, 2) CWS Intervention, along with Community Partners, and 3) Intervention with Community Partners only. <input checked="" type="checkbox"/> Several million dollars have been budgeted for 11 counties to support the following activities: 1) Protocol Development, 2) Implementation Planning, 3) Development of Community Resources, 4) Staff and Community Partner Training, 5) Confidentiality Assessment, 6) Implementation in Specific Communities, and 7) Evaluate Effectiveness. <input checked="" type="checkbox"/> These 11 counties, which include Los Angeles, Stanislaus, San Mateo and eight other counties, are the first group scheduled to begin testing the differential response system. <input checked="" type="checkbox"/> The initial testing of differential response includes: 1) developing plans in each county for initial implementation in select geographic areas and/or with targeted client groups, 2) assessing and developing the capacity of community partners to respond to selected families, 3) training county and community partner staff, and 4) implementing differential response in select geographic areas and/or with targeted client groups within each county. <input checked="" type="checkbox"/> Additionally, CDSS staff and our consultants will monitor and evaluate each county's progress. This includes |

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| | | <p>providing: 1) ongoing technical support to all implementing counties, 2) training, 3) resource development strategies and 4) leveraging existing resources.</p> <p>Eleven counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The 11 counties have been selected and include Los Angeles, Stanislaus, San Mateo and eight other counties. These are the first group scheduled to begin testing the differential response system. <input checked="" type="checkbox"/> The 11 early implementing counties have begun to use a differential response in targeted communities within their respective counties. The Breakthrough Series Collaborative (BCS) is currently providing training and technical assistance to these counties (and 31 other counties) in how to implement this new system. They are able to test numerous aspects of the differential response system as they begin to make refinements. In the current fiscal year, expert “faculty” members of the BSC have begun directing their technical assistance to specific issues identified within each county. <input checked="" type="checkbox"/> The Differential Response (DR) Workgroup has had onsite meetings and task group conference calls to address the issues of differential response implementation. In relation to implementation planning and protocol development, a guidelines document to accompany the completed narratives and maps for differential response is being developed. The guidelines will include specific actions for implementing differential response. Training issues are being addressed by the counties who received the funding for such purposes. The DR Workgroup is collaborating with the State Attorney General’s office and individual county |

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| | | <p>counsel staff to address the issue of confidentiality. The DR Workgroup has formulated initial evaluation criteria and listed suggested members for a task group to evaluate the effectiveness of differential response.</p> <ul style="list-style-type: none"> <li data-bbox="1087 480 1919 911"> <input checked="" type="checkbox"/> The Workgroup is developing general implementation guidelines based on the previously developed criteria for the three differential response paths. These criteria are integrated with the Comprehensive Safety Assessment, which includes assessing safety, risk and protective capacity. This group is also examining whether statutory or regulatory change will be necessary, how to build service capacity, integration with CWS/CMS, and how to evaluate the effectiveness of the new differential response system. The BSC and other technical assistance from the State continue to provide the counties with information and support as they are beginning implementation in targeted areas. <li data-bbox="1087 919 1919 1489"> <input checked="" type="checkbox"/> Update: The Differential Response Workgroup met monthly during this quarter to address the primary issues of community capacity development and partnerships, confidentiality, CWS/CMS changes, and evaluation of differential response. CDSS Legal Division is reviewing the suggested protocols for community capacity and partnership development. A team comprised of county and State staff is formulating suggested legislative language on how to share information with community partners without violating the family’s confidentiality. Specific guidelines are being proposed on what and how data is to be collected on CWS/CMS to reflect changes in the new intake system of differential response. An evaluation task group has met twice in this quarter to determine what and how to evaluate the effectiveness of differential response implementation. |

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| Implement differential response in targeted communities in each county. | 06/05 | <p>CDSS and the 11 counties will implement by: (1) finalizing a screening system that utilizes the safety, risk and family protective capacity assessment system and establish criteria for each differential response path, (2) complete an assessment of necessary statute and regulatory changes needed, including confidentiality laws and regulations necessary to implement differential response, and (3) develop criteria for evaluating the effectiveness of the differential response approach. (06/05)</p> <p>Update: The counties listed below have taken the following steps toward implementing differential response(DR):</p> <p><u>Contra Costa:</u> Completed their policies, procedures, and forms. Additionally, the county is in the process of negotiating contracts with the community base providers. Providers are located in three geographic regions of the county. The county will train the provider’s staff in April and they have a start date for May.</p> <p><u>Humboldt:</u> Employed their Alternative Response Team to assess children 0-8 years old and are working with a Public Health Nurse and Community Outreach Worker to implement differential response strategies. The Alternative Response Teams are currently being expanded. The county is also working with their Family Resource Centers and utilizing eight Americorps members to enhance their Differential Response activities.</p> <p><u>Los Angeles:</u> Through their Compton Project “Point of Engagement” process is providing a community-based network of formal and informal support services for children and families with an inconclusive child abuse and neglect referral in order to divert families from entering the child protective system.</p> <p><u>Placer:</u> Contracted with the Child Abuse Prevention Council to perform Differential Response Activities. They operate four of the six family resource centers in Placer County. The family resource centers provide Path 1 and Path 2 response/services throughout Placer County, with the exception of the Tahoe area. Placer holds a Differential Response meeting one day per week</p> |

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| | | <p>with representatives of Child Welfare Services, Family Resource Center and Cal-Works, and the plan is to move to two days per week in April. The Child Abuse Prevention Council is in the process of training staff from the Kings Beach Family Resource Center so they can begin differential response activities in Tahoe this summer.</p> <p>San Luis Obispo: Reorganized ER staff into primarily Path 3 and Path 2/School Based responders. They are doing direct referrals for Path 1 through their contracted Community Partner Agency. Additionally, the County is also working with their Public Health Department and Juvenile Probation for appropriate Path 1 referrals.</p> <p>Sacramento: Is assessing cases from high risk areas and is working with selected community based organizations to assess families for Path 1 referrals.</p> <p>Tehama: Entered into a contract with a community based organization (CBO). The CBO contacts those families which the County determined are eligible for Path 1 services. Additionally, the County entered into a contract with their Health Service agency for services.</p> <p>All eleven counties have agreed to implement in specific communities by (1) developing plans in each county for initial implementation in selected geographic areas and/or with targeted client groups, (2) develop community partnership capacity to respond to referrals of selected families, (3) train staff and selected community partner staff, and (4) implement differential response in selected geographic areas and/or with targeted client groups within each county (06/05)</p> <p>Although no report is due this quarter, see above for information on specific county activities.</p> <p>CDSS will provide ongoing technical support to all implementing counties through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS' contract with Breakthrough Series Collaborative (BSC) is providing technical support to the counties</p> |

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| | | <p>through their learning sessions and direct consultation from national experts who, with a five-person county core team, work together to make changes and implement components of differential response. The components include intake structure, assessment, family engagement, community partnering, staffing, services and monitoring outcomes. Also, the BSC provides a process for the counties to test and implement the changes proposed in these guidelines for implementing differential response via a PDSA (Plan, Do, Study, Act). By applying PDSA, the counties can test and implement a potential change in practice, program and/or policy.</p> |
| <p>The CDSS will monitor the progress of implementation of differential response in the targeted communities in each county.</p> | <p>06/05</p> | <p>CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. <input checked="" type="checkbox"/> CDSS is using the C-CFSR to track and measure data. Baseline data was established for each county, after which each county underwent a self-assessment and developed a System Improvement Plan (SIP). CDSS has continued to facilitate implementation through workgroups, conference calls, learning sessions, targeted training and technical assistance. CDSS has continued to explore new sources of funding, including and ongoing partnership with foundations, in order to build practice and system capacity and support the counties in implementation of differential response. <input checked="" type="checkbox"/> In addition to tracking data, CDSS has met on January 14, February 18 and March 18 this quarter with the early implementing counties on differential response and discussed progress as part of those meetings. In |

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| | | <p>addition, the Breakthrough Series Collaborative provides another forum to discuss implementation and receive technical assistance. Finally, an evaluation task group has met twice in this quarter to determine what and how to evaluate the effectiveness of differential response implementation.</p> <p>CDSS will (1) facilitate county development of a screening system, (2) lead assessment of identifying necessary statutory and regulatory changes including confidentiality laws and regulations, (3) investigate other strategies for making state and federal funding available for community services, (4) form partnerships with foundations to bring additional resources to community partners, and (5) facilitate evaluation. (06/05)</p> <p>No report due this quarter</p> |
| <p>Program Contacts - Action steps 2, 3 & 5: Susan Nisenbaum; Action steps 1 & 4: Wes Beers</p> | | |

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| <p>Improvement Goal: The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005.¹</p> | <p>March 31, 2005:</p> | |
| <p>Frequency of Measurement: Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps.</p> <p>By June 30, 2004, we will improve by 0.07 percentage points.</p> | <p>AFCARS/NCANDS Semi-Annual Measures:</p> <p>Dec 2003: 0.81 % June 2004: Dec 2004: June 2005:</p> | <p>C-CFSR Quarterly Data: – March 2004: 0.87% (from 3rd qtr 2003) June 2004: 0.90% (from 4th qtr 2003) Sept. 2004: 0.84% (from 1st qtr 2004) Dec 2004: 0.81% (from 2nd qtr 2004) March 2005: 0.85% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the State’s rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.</p> | <p>Date Improvement Goal Achieved:</p> <p>Date all action steps completed:</p> | |

| <p>Safety Outcome 1, Item 2B Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| <p>Action Step 1: Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care. CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets will consider appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county’s action steps and report progress quarterly. (Cross-reference to Safety Outcome 1, Item 2a, Action Step 5; Items 3 & 4, Action Step 1; Item 6, Action Step 1; Item 7, Action Step 1; Item 10, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 1)</p> | | |

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

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| 2; Item 28, Action Step 2; Item 44, Action Step 1) | | |
| Action Step # 2: The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix). | | |
| Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented. | 06/04 | Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04) <input checked="" type="checkbox"/> Completed. Los Angeles County prepared a comprehensive self assessment as part of the new Outcomes and Accountability System. The self assessment, which identified strengths and weaknesses throughout the County's child welfare system, was submitted and has been reviewed. In addition, the County has drafted and submitted a self improvement plan (due September 30), in which it identified areas that it plans to improve upon over the next year. |
| CDSS will approve county System Improvement Plans (SIPs) | 09/04 | Based on self-assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> Completed. Counties have drafted and submitted their self improvement plans, or SIPs, (due September 30) in which they outlined what areas they will be working to improve in the next year. <input checked="" type="checkbox"/> CDSS has performed an initial review of all SIPs. In an in-depth review of 14 SIPs, nine counties have recruitment strategies listed in their SIPs such as focused recruitment, targeted area of community for recruitment, Family to Family strategies, recruitment through faith-based organizations and marketing strategies (such as media outreach, booths at fairs, etc.) for recruitment. <input checked="" type="checkbox"/> Update: A conference call was completed with 9 of the 11 largest counties in California related to recruitment, retention and support of foster parents. (Minutes of the conference call are being submitted to Region IX.) |

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| | | <p>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C & E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training on the new Outcomes and Accountability System (AB 636) was offered to all counties. All counties received their county specific data during the first quarter of 2004 to help them prepare their Self Assessments. Training was conducted for counties on data management and analysis. The CDSS assisted the counties to prepare their Self Assessments, which were due June 30, 2004. Details as to the technical assistance and program support provided are provided in Item 31. <input checked="" type="checkbox"/> Training and technical assistance was provided, as the county SIPs were due September 30, 2004. They outline the counties' program goals and timelines. (See Item 31 for more details). <p>The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Counties have drafted and submitted their self improvement plans, or SIPs, (due September 30) in which they outlined what areas they will be working to improve in the next year. The county SIPs are being reviewed by CDSS staff. <input checked="" type="checkbox"/> CDSS has received all of the SIPS and they have been reviewed. In some cases additional information was required prior to being approved. As of April 14, SIP approval letters have been sent to 40 counties notifying them of the approval of their SIPs. <input checked="" type="checkbox"/> Update: A conference call was completed with 9 of the 11 largest counties in California related to recruitment, |

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| | | retention and support of foster parents. (The minutes of the conference call are being submitted to Region IX). |
| CDSS will provide technical assistance | 09/04 | <p>CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Counties have drafted and submitted their self improvement plans, or SIPs (due September 30). SIPs are being reviewed by CDSS staff. <input checked="" type="checkbox"/> CDSS has received all of the SIPS and they have been reviewed. In some cases additional information was required. As of April 14, SIP approval letters have been sent to 40 counties notifying them of the approval of their SIPs. Technical assistance is being provided when requested, and the need for technical assistance continues to be assessed. <input checked="" type="checkbox"/> Update: A conference call was completed with 9 of the 11 largest counties in California related to recruitment, retention and support of foster parents. (Minutes of the conference call are being submitted to Region IX). In addition, technical assistance meetings and training for Family to Family, which also includes recruitment, were held on several days in January, February and March. <p>Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. |
| CDSS will monitor implementation of county SIPs | 06/05 | <p>CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. |
| Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in | | |

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| <p>each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy. (Cross-reference: Item 2B, Action Step 5)</p> | | |
| <p>CDSS will give priority to training of hotline staff.</p> | <p>06/05</p> | <p>All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03). <input checked="" type="checkbox"/> Completed 02/03. CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D & 2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05). <input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. Los Angeles County hotline staff received priority training (see above). <input checked="" type="checkbox"/> CDSS is working specifically with 11 counties in the area of safety, including on issues regarding this indicator. They are: Contra Costa, Glenn, Humboldt, Los Angeles, Placer, Sacramento, San Luis Obispo, San Mateo, Stanislaus, Tehama and Trinity. <input checked="" type="checkbox"/> Counties continue to work on the operational plan for the new intake structure which will utilize a new screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide system to assessment of safety, risk and protective capacity, which should also result in better outcomes in this area, as the caretakers' (foster parent, relative caretaker, etc.) protective capacity will be assessed. <input checked="" type="checkbox"/> The California Comprehensive Safety Assessment System continued work with an all day meeting held on September 24, 2004.</p> |

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| | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS convened a Promising Practices Exchange meeting with the 10 largest counties on September 24, 2004. The past quarter was marked by the development of a list by county which indicates specific actions each will complete between now and the end of the PIP period. At this point, CDSS is beginning to track results within the 10 largest counties and will be reporting on county progress. Technical assistance is planned to those high priority counties whose reported results indicate a need for same. <input checked="" type="checkbox"/> Work with the ten largest counties continued through the quarter. A list of best practices / strategies from each of the ten counties was developed. These best practices / strategies are those each of the counties has implemented and/or plans to implement by June 30, 2005 and are listed by county per each PIP item. The counties are identified as either High Priority or High Performing on the list according to their reported performance. CDSS is tracking results from these counties and will be reporting their ongoing performance <input checked="" type="checkbox"/> Update: Work with the ten largest counties continued during the quarter, and specific, updated information from each county has been submitted via e-mail to Region IX. |
| <p>Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step # 5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key</p> | | |

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| <p>decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. CDSS will track each county's action steps and report progress quarterly.</p> <p>(Cross-reference to Item 2A, Action Step 1; Items 3&4 Action Step 1; Item 6, Action Step 1; Item 7, Action Step 2; Item 10, Action Step 1; Item 14, Action Step 2; Item 17, Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44, Action Step 1)</p> | | |
| <p>Action Step #6: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide.</p> <p>(Cross-reference to Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> | | |
| <p>Develop new consolidated process and draft legislation.</p> | <p>12/04</p> | <p>CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS convened a workgroup beginning in July 2003 that included representatives from various counties and CDSS Divisions: Legal Affairs, Community Care Licensing and Children and Family Services. The workgroup, referred to as "Melding", met again on 9/3/03, 10/7/03 and 1/20/04 to identify issues, barriers and strategies involved in developing a comprehensive family evaluation process (A representative selection of agendas, minutes and materials is enclosed.). <input checked="" type="checkbox"/> A small group or representative from the main body was charged with putting a more detailed proposal together to present to the larger group. This smaller group, referred to as the "Meldettes", presented a proposal to the full workgroup on 2/3/04. Additional issues were raised and the small workgroup continued to meet to address the additional issues. A revised presentation was made to the full workgroup on 4/13/04 (See enclosed PowerPoint presentation.). |

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| | | <ul style="list-style-type: none"> ☑ Both CDSS and CWDA agreed to consider whether there was sufficient merit in the proposal to warrant further development of some of the thornier aspects: costs, staffing qualifications, treatment of existing licensees and due process, etc. On 8/31/04, a letter was sent from CDSS to CWDA indicating CDSS believes the proposal merits further discussion and provided specific issues to be addressed on a priority basis (See enclosed letter). There has been no formal response from CWDA as yet. ☑ September through December 2004: CDSS and CWDA have agreed to move forward on further developing the proposal particularly those area previously identified above. The workgroup will be reconvened for this purpose. ☑ Update for January through March 2005: During this quarter, due to administrative personnel changes, new key management staff have been briefed on the draft proposal and the issues related to its more difficult aspects: costs, staffing qualifications, treatment of existing licenses and due process, etc. |
| Submit legislative proposal | 03/05 | <p>Legislative proposal will be submitted (03/05)</p> <p>Update: A draft proposal is currently under consideration; however, it is not yet sufficiently developed to be a basis for legislation. During the period of the development and consideration of this proposal, there was a change in administration with the recall of Governor Gray Davis. With the appointment of a new CDSS director in December 2004, efforts to reconsider and reconvene this workgroup have begun anew. This has required assigning and briefing new key management personnel.</p> <p>CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05) See benchmark report above.</p> |

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| Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed | First quarter after passage of legislation. (Exceeds end date of PIP; dates not included) | <p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes. No report due this quarter.</p> <p>If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP) No report due this quarter.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law. No report due this quarter.</p> <p>CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP) No report due this quarter.</p> |
| | | <p>CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to CWS/CMS) No report due this quarter.</p> <p>CDSS will begin regulation change process (Post PIP) (regulation change takes approximately nine months-ACL remains in force during the interim</p> |

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| | | time period) No report due this quarter. |
| CDSS will monitor the implementation of the consolidated home study process | Post PIP | CDSS will track that staff are trained and action steps are completed. (Post PIP) No report due this quarter. CDSS will track progress quarterly. (Post PIP) No report due this quarter. |
| <p>Action Step #7: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. CDSS will track each county's action steps and report progress quarterly. Additionally the State will work to increase the number of counties that use the Family to Family Initiative</p> <p>Cross-reference to Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1</p> | | |
| Using C-CFSR, identify high performing counties (See Glossary) that have good practices. | 12/03 | CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, "team review process" to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03). <input checked="" type="checkbox"/> Completed. The Promising Practices Guide was disseminated in ACIN I-45-04 on June 30, 2004 and can be found on the CDSS website at: http://www.dss.cahwnet.gov/getinfo/acin04/pdf/I-45_04.pdf . The promising practices that have been included are: Family Group Decision Making, Family to Family, Permanency Planning Mediation, Placement Review Team, and Wraparound Services. |
| CDSS will provide ongoing support to | 06/05 | CDSS created and operates a California Family to Family website. (05/02) |

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| existing Family to Family counties to ensure practice is used in targeted communities. | | <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02)</p> <p><input checked="" type="checkbox"/> Completed.</p> |
| We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities. Please note, it is the State's intent to eventually implement Family to Family statewide | 6/30/05 | <p>CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS with support from Annie E. Casey and Stuart foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)</p> <p><input checked="" type="checkbox"/> Completed 7/03.</p> <p>The new counties will have plans for implementing all four components of Family to Family (06/04).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The new counties will have completed training for Family to Family. (06/04)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The new counties will have all four components in test mode. (12/04) Completed. Riverside, San Bernardino, San Diego and Ventura counties have implemented the four components in their targeted communities.</p> |

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| | | <p>The new counties will have all four components implemented in targeted communities. (06/05) No report due this quarter.</p> |
| <p>Los Angeles will work with Annie E. Casey Foundation to assist in the implementation and ongoing support for an infrastructure to put into practice key strategies related to the four core strategies</p> | <p>06/05</p> | <p>Los Angeles County will look to hire and train two Family to Family Coordinators to manage the infrastructure. (11/04) One Family to Family Coordinator has begun, and the second Coordinator will start shortly. Update: Completed. The second Family to Family coordinator was hired in February 2005.</p> <p>The infrastructure will create communication links and ongoing support of coordination and implementation of the key strategies related to the four core strategies across the Los Angeles County DCFS. (02/05) Completed. The communication structure to coordinate and implement the key strategies has been developed.</p> <p>Los Angeles County will develop, with UC Berkeley, a database for Team Decision Making (TDM) data collection. (01/05) Completed. TDM information is being input into the database for use by UC Berkeley.</p> <p>Los Angeles County will be fully operational with the key strategies, as defined below. (06/05) No report due this quarter</p> <p>Every office will have a team decision making-process in place for placement related activities. Los Angeles County will continue to recruit/train and support the development of foster parents in the county.(3/05,6/05) Completed. Every office has a team decision making process in place.</p> |

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| | | <p>Los Angeles County will have the capacity to collect all the required data from each office for submission to the State. (3/05, 6/05) Completed. Each office has the capacity to provide the required data.</p> <p>Each office will continue to develop their community partnering relationships as evidenced by holding community stakeholders meetings and other office related community-building activities. (06/05) Completed.</p> <p>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is used in all cases and is in targeted communities. Beginning 06/03. 06/05 No report due this quarter</p> <p>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, F2F progress will be addressed in the county SIPs. (06/05) No report due this quarter</p> <p>CDSS will document implementation by ensuring the completion of each action step noted. Beginning 09/03. (06/05) <input checked="" type="checkbox"/> See previous tasks. (Note: a report is being submitted to Region IX which contains updated information on the Phase II and III counties, including Los Angeles.)</p> |
| CDSS will provide Region IX with a list identifying where the Phase II & III Family to Family counties will be as of 6/05. | 06/05 | <p>CDSS will compile a list of activities (11/04) <input checked="" type="checkbox"/> Completed. See below.</p> <p>CDSS will submit compiled list to Region IX (11/04) Completed. CDSS submitted the information on Phase II and III counties via e-mail on 12/03/04 to Region XI.</p> |

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| <p>CDSS will identify and report quarterly the practice changes that will be implemented by the end of the PIP in each of the targeted communities for all Phase II and III Family to Family counties (see glossary)</p> | <p>06/05</p> | <p>CDSS will track the county generated data required under Family to Family, and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS continues to track county generated outcomes data on CWS/CMS reports. <input checked="" type="checkbox"/> Family to Family counties will report action steps and implementation progress in the County Self Assessment and County System Improvement Plan (SIP), due June 30, 2004 and September 30, 2004, respectively. <input checked="" type="checkbox"/> Phase II counties. Santa Clara County has held 300 Team Decision Meetings (TDM) meetings for initial removals, placement preservation, placement change. Has recruited 187 new resource families through its five Community Actions Teams. Work processes have been redesigned to incorporate Family to Family principles into their practice. Alameda county has implemented TDM meeting for initial removals in two targeted communities. Los Angeles County has implemented Family to Family in eight service areas. Team Decision Meetings (TDMs) are held for in all program areas. In 2003, 283 TDM meetings were held. In fiscal year 2003/2004, of the 532 TDM meetings held, 15% of the children remained with their families. <input checked="" type="checkbox"/> Phase III counties. Contra Costa County has four targeted communities for Family to Family. They have held 231 training hours for over 1,200 participants, including county staff, foster parents and community members. Team Decision Meetings (TDM) are held for children in imminent and potential risk of placement, change of placement or disruptions for older youth. They have increased the number of resource families by 37. San Francisco County holds TDM meetings for change of placement. They have added 26 new resource family homes with 55 new homes pending. They have increased the number |

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| | | <p>of resource family homes by 30% as a result of Family to Family. San Luis Obispo County holds TDM meetings for all program areas. A total of 216 children were involved in the TDM process. They have increased resource family homes by 15, and relative homes by 13. San Mateo holds TDM meetings in all program areas. A total of 116 children were involved in the TDM process. A total of 25% were placed in the home of a relative. They have increased resource family homes by 10. Santa Barbara County has implemented TDM meetings in two of three targeted areas, with 27% resulting in the child staying at home. Resource families were increased by 16, and 65 presentation/in-services were held for community members. Stanislaus County holds TDM meetings for children at risk of removal, emergency response removals and children who may need a change of placement. So far, 265 TDM meetings involving 448 children have been held. They have even developed a program where incarcerated parents can participate in the TDMs. The County is moving towards geographical assignment of workers.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Phase II and III counties were contacted in November 2004, and are on target to implement all items listed in our 12/04/04 email. Riverside, San Bernardino, San Diego and Ventura counties have implemented the four components in their targeted communities. <input checked="" type="checkbox"/> A Family to Family report regarding Phase II and III counties is being submitted to Region IX. Report covers accomplishments and projections for future implementation of Family to Family through June 30, 2005. <p>CDSS will identify and report on the current status for each county as it relates to current activities associated with the Phase in of Family to Family. (12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Family to Family report regarding Phase II and III |

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| | | <p>counties describes accomplishments and projections for future implementation of Family to Family through June 30, 2005.</p> <p>CDSS will monitor implementation and provide TA through monthly Family to Family coordinator meetings (09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Family to Family coordinator meetings were held July 9, August 13 and September 10, 2004. CDSS and the Annie E. Casey and Stuart Foundations held a regularly scheduled meeting August 16, 2004. <input checked="" type="checkbox"/> Family to Family Coordinator meetings were held in October, November and December 2004. In October 2004, Contra Costa, San Francisco, San Mateo and Stanislaus received data training. In November 2004, San Bernardino, San Diego, Riverside and Ventura counties received two days of training on the four Family to Family strategies. In November 2004, Humboldt, Trinity, Tehama, Glenn, Placer, Sacramento and Solano counties received two days of training on the four Family to Family strategies. <input checked="" type="checkbox"/> Update: Family to Family coordinator meetings were held January 24, 2005 and March 4, 2005. Quarterly meeting with CDSS and the Foundations was held January 24, 2005. Enclosed are training schedules for the years 2004 and 2005. These schedules outline the CDSS and Foundations' joint technical assistance that has been provided and is being provided to all Family to Family counties through the end of 2005. |
| <p>Action Step #8: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)</p> | | |

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| CDSS will request technical assistance from the NRC | 12/03 | <p>The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03) <input checked="" type="checkbox"/> Completed.</p> <p>CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03) <input checked="" type="checkbox"/> Completed.</p> |
| CDSS will provide technical assistance to counties | 06/05 | <p>CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS met with CWDA Operations Subcommittee, and will be attending the next round of regional meetings to present data on placement of children and the ethnic background of the placement family, and discuss targeted recruitment as well as the ACIN issued in December 2003. <input checked="" type="checkbox"/> CDSS met with the Bay Area Regional CWDA counties (25 total) on 12/14/04 and discussed recruitment that reflects the make up of the foster care population and disproportionality. <input checked="" type="checkbox"/> Update: CDSS met with the Bay Area Regional CWDA Foster Care Committee on March 16, 2005. Family to Family, recruitment strategies and recruitment to reflect the makeup of the foster care population and disproportionality were discussed at the meeting. <input checked="" type="checkbox"/> Completed; although technical assistance from the NRCs has been offered, counties indicated they didn't need it at this time. For example, Los Angeles County was offered assistance from the NRC as a result of the report completed at the request of CDSS. The report was sent to Los Angeles County for their review. Los Angeles County informed CDSS that in June 2004, UCLA had provided |

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| | | <p>training to all upper management staff regarding disproportionality. The county had begun implementing workgroups to begin the process of developing strategies. Since they currently have a work plan in place for the next year, they did not feel they needed NRC assistance at this time. San Francisco also completed a major report on disproportionality, and has a work plan in place; therefore, they do not need NRC assistance at this time.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In addition to discussing with counties at various meetings over the past year the availability of training and technical assistance offered by the NRCs, CDSS issued All County Information Notice I-11-05, which was released March 16. The ACIN provides information on how counties can request training and technical assistance from the NRCs at no cost. |
| CDSS will issue an ACIN and provide training to counties | 01-04 | <p>CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003. |
| CDSS will monitor all Cohort 1 and the 10 largest county recruitment plans submitted as part of the county SIP. | 06/05 | <p>CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Counties have submitted their self assessments, which were due June 30, 2004, and their SIPs, which were due September 30, 2004, and outlines resources, timelines and program goals. <input checked="" type="checkbox"/> CDSS has completed the review of the early implementing (cohort 1) county self assessments in the area of recruitment. CDSS will now begin review of the remainder of the 10 largest county self assessments that were not already included in the early implementing counties. |

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| | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As described above, CDSS met with CWDA Operations Subcommittee and will be attending the next round of regional meetings to present data on the placement of children and the ethnic background of the placement family. <input checked="" type="checkbox"/> CDSS has performed an initial review of all SIPs. In an in-depth review of 14 SIPs, nine counties identified specific recruitment strategies in their SIPs. CDSS has just completed the survey of all 58 counties on the recruitment strategies used during FY 03/04. The report is now being compiled, and it will be finalized by 6/1/05 and placed on our website along with the currently posted FY 02/03 report. <input checked="" type="checkbox"/> Update: A conference call was completed with 9 of the 11 largest counties in California. This call also covered recruitment strategies in the counties. Enclosed is a copy of the minutes of the call. |
| <p>Action Step #9: CDSS will perform a policy and system analysis of existing regulations and procedures for identifying and reporting child abuse in out of home care. CDSS will issue new updated instructions through ACL to counties to implement and validate through mapping of CWS/CMS that maltreatment in out of home care is correctly reported.</p> | | |
| CDSS will utilize the existing data and CWDA Children's committees for analysis of the problem and to develop a new process to obtain data for this indicator. | 10/15/04 | <p>CDSS will arrange a meeting place and time; send out meeting notice:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The first workgroup meeting was held on 11/5/04 followed by two conference calls. The meeting participants were CDSS, CWDA, County and Community Care Licensing staff. The focus of the meeting was to identify existing regulations, procedures and process for recording data on CWS/CMS |
| CDSS, in consultation with the existing data and CWDA Children's committees will analyze the regulations, policies, practices and training for reporting and investigating abuse in out of home care. | 10/15/04 | <p>CDSS will identify and review existing state policies and regulations for reporting abuse in out of home care.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The workgroup analyzed regulations, procedures and process data collection. Instructions for entering data was revised to improve identified data anomalies. |
| CDSS will map out and test the revised | 12/17/04 | CDSS in partnership with the counties and Health and Human Services |

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| process used in CWS/CMS to collect this data. | | <p>Data Center will review and analyze existing policies and practices for recording abuse in out of home care.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. A query was developed to determine the volume of data recorded under the revised process. We found a few observations of abuse reported under the revised process. We believe the issuance of new instructions will increase data entry in this area. A draft All County Letter was presented to the committee on December 14, 2004. <input checked="" type="checkbox"/> Data entry instructions were included in the December 2003 ACIN (#1-02-04). When CWS/CMS changes are made relative to documentation of maltreatment by care providers, training curriculum will be updated and new instructions issued. |
| CDSS will provide new instructions and training for social workers on entering data into CWS/CMS. | 03/01/05 | <p>CDSS will disseminate data entry instructions to counties (Note: to the degree CWS/CMS changes are required a delay in reporting correct data could occur).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Although no report is due yet, the draft of the proposed ACL regarding the reporting and investigation requirements for child abuse allegations for children in foster care is under review. <input checked="" type="checkbox"/> Update: In the last quarter, CDSS and CWDA entered into numerous discussions concerning the content of the ACL for reporting abuse in out of home care. The entities had differences which required additional research regarding mandated reporters and consultation with the Department of Justice regarding technical instructions to meet child abuse reporting requirements. These differences were resolved toward the end of this reporting quarter and the ACL has been modified. It should be released to counties in April 2005. |
| CDSS will track county progress and provide technical assistance to counties. | 6/30/05 | <p>CDSS will utilize the C-CFSR quarterly county data reports and system improvement plans as a mechanism for reporting county progress.</p> <p>No report due this quarter</p> |

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|--|-------------------------------------|--|
| | | CDSS will provide technical assistance to counties. No report due this quarter CDSS will report on county progress in the PIP quarterly report No report due this quarter |
| Program Contacts - Action steps 2,3, 5, 6,7, 8, 9: Pat Aguiar Action Steps 1, 4, : Wes Beers | | |

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Safety Outcome 2, Items 3 & 4

| | | |
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| <p>Improvement Goal: We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005²</p> | <p>March 31, 2005:</p> | |
| <p>Frequency of Measurement: Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.</p> | <p>AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item.</p> | <p>C-CFSR Quarterly Data :</p> <p>June 2004: 23.4% (from 4th qtr 2003) Sept 2004: 22.6% (from 1st qtr 2004) Dec 2004: 23.3% (from 2nd qtr 2004) March 2005: 22.5% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.</p> | <p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p> | |

² The methodology was revised for these items, using the same methodology used in Item 2B, as per the discussion during the conference call.

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| Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|----------------------------------|-------|
| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A, Action Steps 1; Item 5 Action Step 1; Item 6, Action Step 1; Item 7, Action Step 1; Item 10, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44, Action Step 1 Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step # 2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Program Contacts: Action Step 1 & 2: Wes Beers; Action Steps 3 & 4: Susan Nisenbaum</p> | | |

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Permanency Outcome 1, Item 5

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| Improvement Goal: The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent by June 30, 2005 | June 30, 2005: | |
| Frequency of Measurement: Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement | AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 11.0% June 2004: 10.9% Dec 2004: June 2005: | C-CFSR Quarterly Data: March 2004: 11.1% (from 3 rd qtr 2003) June 2004: 10.8% (from 4 th qtr 2003) Sept 2004: 10.5% (from 1st qtr 2004) Dec 2004: 10.5% (from 2 nd qtr 2004) March 2005: 10.3% (from 3 rd qtr 2004) June 2005: |
| Determination of Goal Achievement: The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed. | Date Improvement Goal Achieved: Date all Action Steps completed: | |

| Permanency Outcome 1, Item 5 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--------------|
| Action Step #1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A, Action Step 1; Item 3&4, Action Step 1; Item 6, Action Step 1; Item 7, Action Step 1; Item 10, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44, Action Step 1; Status reported in Safety Outcome 1, Item 2A | | |
| Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes | | |

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| Permanency Outcome 1, Item 5 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| <p>safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #4: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 8)</p> | | |
| Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. | 04/03 | CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03) <input checked="" type="checkbox"/> Completed. |
| Analyze fiscal impact if legislation were enacted | 05/03 | CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03) <input checked="" type="checkbox"/> Completed. |
| Submit legislative proposal | 05/03 | Introduced language into Trailer Bill as part of the May Revise (05/03) <input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. |
| If legislation passes, implement through ACL and regulation processes as needed. | 09/03 (assumes legislation passes on 07/01/03) | CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> As legislation has not yet passed, fiscal, claiming, regulation, training and CWS/CMS changes do not have to be considered at this time. CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if |

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|--|--|---|
| | | <p>CWS/CMS changes required Federal IT approval.) <input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be issued.</p> <p>CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03). <input checked="" type="checkbox"/> As legislation has not yet passed, instructions cannot be issued. CDSS will incorporate this change into statewide training curriculum (09/03). (Cross reference to Systemic Factor 4, Items 32 and 33) <input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified.</p> |
| | | <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed). <input checked="" type="checkbox"/> As legislation has not yet passed, no changes can be made. CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period). <input checked="" type="checkbox"/> As legislation has not yet passed, no regulation changes have begun.</p> |
| <p>CDSS will amend the contract with Judicial Review and Technical Assistance (JRТА) contract.</p> | <p>12/03</p> | <p>CDSS will amend JRТА contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03) <input checked="" type="checkbox"/> Completed. As legislation has not yet passed, it is not necessary to amend the JRТА contract at this time. However, the contract has been amended even though legislation is currently pending. The amendment to the JRТА contract was approved 7/29/04. The purpose of the amendment was to develop an agreement to permit JRТА to provide onsite training at the local levels on TPR and concurrent planning. JRТА has hired a new attorney to complete the training. Training is expected to commence by 1/1/05 and will extend over an 18 month period.</p> |

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| | | <input checked="" type="checkbox"/> There will be no further efforts to propose legislation about the use of Trial Home Visits. Previous efforts met with significant concern in the legislature's policy committees due to prior legislation that died and the growing body of case law that discontinued the practice. Appellate cases include: <i>In re Savannah B.</i> (2000) 81 Cal.APP 4 th 158; <i>In re, Andres G.</i> (1998) 64 Cal.APP 4 th 476; <i>In re Damonte A.</i> (1997) 57 Cal.APP. 4 th 894. |
| CDSS will monitor implementation | 06/05 | <p>CDSS will track and document the completion of all action steps, training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <input checked="" type="checkbox"/> Please see above. Also, refer to Item 7, Action Step 2 for further information. |
| <p>Action Step #5: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome1, Item 2A</p> | | |
| <p>Action Step # 6: As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families</p> | | |
| CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads | 06/04 | <p>CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03)</p> <input checked="" type="checkbox"/> Completed. In terms of the impact of the Child Welfare Services Improvement Plan (Redesign), each of the 11 early implementing counties was required in their County Plan (which was due to the State on January 9, 2004) to identify a Workforce Preparation and Support Team by no later than June 30, 2004, to assess and address workforce and the impact of the Child Welfare Services |

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| | | <p>Improvement Plan on workload. The 11 counties have been meeting with the State approximately twice a month since November 2003 to discuss a variety of issues that affect their implementation of the Child Welfare Services Improvement Plan. Discussion of the workforce and associated issues, such as organizational culture change, took place on February 20, 2004.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All 58 counties have submitted their Self Assessments, which were due June 30, 2004. They have submitted their SIPs, which were due September 30, 2004, and outline resources, timelines and program goals. The SIPs were reviewed for any impact counties discuss that they believe is caused by the implementation of the Child Welfare Services Improvement Plan and/or the new Outcomes and Accountability System (C-CFSR). While counties did identify general workload impact, most did not provide specific details, such as costs. <input checked="" type="checkbox"/> In addition, the Interagency Team (see Safety Item 2A) had a discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties systems assessments was also discussed. It was agreed that this information would help to inform the development of the Interagency Team Work Plan. It was discussed that the Interagency Team should consider work plan activities that would help to achieve shared goals. They were also briefed on the county SIPs. <input checked="" type="checkbox"/> Completed. Counties identified areas of costs in their SIPs, although most did not specify costs. Funding has been provided in this year's budget to implement the Peer Quality Case Reviews (PQCR), and to provide funding for some of the Redesign activities. Costs in upcoming years will be evaluated. <p>Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. See prior tasks. |

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|---|--|---|
| <p>CDSS will investigate and make recommendations on federal, state and county level fiscal reforms that assist in reducing caseloads and workloads</p> | <p>06/05</p> | <p>CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes county plans developed in conjunction with local partnerships. (06/05)</p> <p>State Interagency Child Welfare Team Program/Fiscal Academies</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A new State Program/Fiscal Operation Team will support improved funding, coordination and maximizing of program and fiscal resources across programs and between State, Federal, and county agencies. All agencies will have the capacity to utilize the governing fiscal structures and budgeted resources. <input checked="" type="checkbox"/> Over the next 18 months, the State Interagency Team (also see Safety Item 2A) will sponsor a series of regional “Program and Fiscal Academies” on how to utilize existing funding resources to achieve desired program outcomes. Designed for county department program/fiscal officers, county auditor controllers and county administrative officers, the Academy will focus on proven fiscal strategies within each program and between multiple funding sources. Fiscal issues will include a listing of all applicable programs, Federal and State sharing ratios and eligibility requirements, cross system strategies, budgeting and reinvestment strategies, claiming instructions, leveraging of funding sources and linking to non-public funding sources. These Academies will also provide an opportunity for county staff to raise issues for resolution at the State level. <input checked="" type="checkbox"/> Work is continuing on the Interagency Team’s Fiscal proposal, which includes the Fiscal Academies. For detailed information, please see Safety Item 2A. <p>CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See previous tasks. <input checked="" type="checkbox"/> In addition, CDSS submitted a Title IV-E Child Welfare Waiver Demonstration Project proposal to the United States Department of |

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| | | <p>Health and Human Services (US DHHS) on May 25, 2004.</p> <ul style="list-style-type: none"> <li data-bbox="1087 378 2011 711"> <input checked="" type="checkbox"/> If approved, the waiver will allow Title IV-E (foster care) funds, which are restricted to pay for board and care costs, to be used for services and supports, that are currently unallowable, in order to avoid the over reliance on out-of-home care and reunify families more expeditiously. CDSS worked with Los Angeles County, based on their proposal and a request to participate in such a waiver, to refine a model of practice that was included in the waiver request. The proposal will allow Los Angeles County and up to 20 additional counties to participate in a five year demonstration project. The proposal is under review. <li data-bbox="1087 719 2011 1052"> <input checked="" type="checkbox"/> Update: During the last fiscal year, the State Interagency (Children’s) Team (SIT) was created. The SIT is chaired by the DSS and comprised of representatives overseeing programs effecting children from departments within the California Health and Human Services Agency (HHS), California Department of Education, Employment Development Department and the Foundation Consortium. The SIT is charged with working to achieve various child welfare program goals established under the State’s Child Welfare Services Redesign process. <li data-bbox="1087 1060 2011 1328"> <input checked="" type="checkbox"/> The SIT has created a separate fiscal advisory group known as the Barrier Busters Interagency Team (BBIT), made up of State and county representatives. The BBIT has begun monthly meetings (see enclosed meeting notes) to develop and recommend strategies for improving collaborative funding processes at the State and local levels. Recommendations from the fiscal advisory group are forwarded to the SIT for consideration and approval. <li data-bbox="1087 1336 2011 1463"> <input checked="" type="checkbox"/> One of the immediate strategies adopted is establishing fiscal training academies for local governments. The Fiscal Essentials for Children’s Services are trainings designed to improve services to vulnerable children and families via |

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| | | <p>improved funding and fiscal claiming strategies. Those trainings began in March in Butte County and have been scheduled throughout the State through May 2006. They will be conducted by the University of California, Davis and subcontracted fiscal experts. An electronic copy (disk) of the curriculum will be sent to Region IX under separate cover.</p> <p>CDSS will apply some of the flexible funding strategies. (06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p> |
| <p>Program Contacts: Action Steps #1 & 2: Wes Beers; Action Steps # 3, 4, 5 & 6: Susan Nisenbaum</p> | | |

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Permanency Outcome 1, Item 6

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| <p>Improvement Goal: The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.</p> | <p>AFCARS/NCANDS Semi-Annual Measures:</p> <p>Dec 2003: 80.3% June 2004: 79.6% Dec 2004: June 2005:</p> | <p>C-CFSR Quarterly Data:</p> <p>March 2004: 84.9% (from 3rd qtr 2003) June 2004: 84.9% (from 4th qtr 2003) Sept 2004: 85.7% (from 1st qtr 2004) Dec 2004: 85.8% (from 2nd qtr 2004) March 2005: 85.2% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.</p> | <p>Date Improvement Goal Achieved: December 31, 2003</p> <p>Date all Action Steps completed:</p> | |

| <p>Permanency Outcome 1, Item 6 Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
|--|---|---------------------|
| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally the State will work to increase the number of counties that use the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly.</p> | | |

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| <p>Cross-reference to Item 2A, Action Step 1; Item 2B, Action Step 5; Items 3&4, Action Step 1; Item 5, Action Step 1; Item 6 Action Step 1; Item 7, Action Step 1; Item 10, Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 28 Action Step 2; Item 44 Action Step 1 Status reported in Safety Outcome 1, Item 2B</p> | | |
| <p>Action Step #2: Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to identify key promising practices in concurrent planning implementation, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.</p> | | |
| <p>CDSS will integrate concurrent planning into the C-CFSR.</p> | <p>03/04</p> | <p>CDSS will include concurrent planning in the county self-assessments as part of the C-CFSR so that counties assess the degree of implementation of concurrent planning into their county system and identify any implementation issues. (03/04)</p> <p><input checked="" type="checkbox"/> Completed.</p> |
| <p>Issue ACIN to identify key promising practices in concurrent planning implementation.</p> | <p>09/04</p> | <p>CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</p> <p><input checked="" type="checkbox"/> The Child Welfare Research Center study identified several promising practices. These have been described and posted on the Center's website. CDSS developed an ACIN to provide this information to counties. The URL is: http://cssr.berkeley.edu/childwelfare/researchdetails.asp?name=promising</p> |
| <p>Through the County Self Assessments and SIPS, CDSS will identify any statewide systemic barriers to implementation of concurrent planning by counties.</p> | <p>12/04</p> | <p>CDSS will release an ACIN which will include model procedures, systems and practices and an updated county training curriculum that builds on initial statewide training delivered when law was first implemented. (06/04)</p> <p><input checked="" type="checkbox"/> Completed. CDSS issued ACIN No. 1-23-04, dated May 13, 2004, providing information to counties about promising practices to facilitate implementation of concurrent planning. The promising practices resulted from research and data analysis from the study of Child Welfare Permanency Reforms conducted by CSSR at UC Berkeley. The ACIN may be obtained via the Internet at:</p> |

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| | | <p>www.dss.cahwnet.gov/lettersnotices/2004AllCou_1698.htm.</p> <p><input checked="" type="checkbox"/> To build on the initial statewide training given to counties, the CalSWEC Standardized Core Project (SCP) curriculum has been updated to integrate the concurrent planning into the case planning process. In addition to the SCP training, the five regional training academies provide additional training to address regional concurrent planning issues and some advanced concurrent planning. This additional training includes some of the following topics:</p> <ul style="list-style-type: none"> ▪ Management/Supervisory Training on Concurrent Planning ▪ Concurrent case planning documentation in CWS/CMS ▪ Use of a Reunification Prognosis Assessment tool ▪ Achieving Permanence <p>Each county, based on any issues identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (12/04)</p> <p><input checked="" type="checkbox"/> Completed. The county self-assessments and SIPs of the 10 largest counties have been reviewed. A summary of their SIP strategies was submitted for those counties that identified concurrent planning as an area needing improvement.</p> <p><input checked="" type="checkbox"/> After a review of the county self-assessments, the following systemic barriers and issues were identified: High workloads and inflexible funding, ICPC-Some states will not facilitate concurrent planning by completing adoption home studies prior to TPR, Need for additional training on concurrent planning, Need for internal county policy and</p> |

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| | | role clarification and communication on concurrent planning, Application of concurrent planning to probation youth, and Court continuances and extending FR. |
| CDSS will provide technical assistance and training | 06/05 | <p>Based on the needs identified in the county self-assessments, CDSS staff will provide technical assistance as identified in individual county SIPs to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05)</p> <ul style="list-style-type: none"> ☑ All 58 counties have submitted their Self Assessments, which were due June 30, 2004. Their SIPs were due September 30, 2004, and outlined resources, timelines and program goals. The SIPs have been reviewed for the counties' discussion of their goals for concurrent planning and permanency. Technical assistance will be provided as needed to counties who desire assistance in implementing their plans. ☑ Technical assistance was provided to Sonoma County on November 8, 2004 regarding implementation of concurrent planning. The county was provided the Concurrent Planning Resource Guide issued by CDSS and to Orange County on December 10, 2004, and provides a basic curriculum for training on relinquishments. ☑ The possibility of federal technical assistance on youth permanence for Sacramento and Nevada counties is currently being discussed. ☑ Update: CDSS has offered technical assistance to the large counties that included concurrent planning in their SIPs (see attached letter dated March 21, 2005). The assistance offered to Fresno, Los Angeles, Orange, Riverside, San Bernardino, San |

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| | | <p>Diego and Santa Clara specifically included: the Concurrent Planning Implementation Guide; Technical Assistance from the National Resource Centers; All County Information Letter I-23-04, dated May 13, 2004, regarding Promising Practices; and training available through the Regional Training Academies. CDSS will continue to monitor counties' progress on their system improvement plans related to concurrent planning.</p> <p><input checked="" type="checkbox"/> The draft protocols related to family engagement in case planning that are part of the implementation of the Child Welfare System Improvements, specifically include the use of Concurrent Planning Team Meetings. The goal of such meetings is to ensure that the case planning process includes full disclosure of all options and consequences regarding permanency alternatives to all parties.</p> |
| <p>CDSS will monitor and document the implementation through the county self-assessments and SIPs</p> | <p>06/05</p> | <p>CDSS will identify which of the 10 largest counties are including concurrent planning in their SIPs. (12/04)</p> <p><input checked="" type="checkbox"/> Completed. Of the 10 largest counties, those that have included strategies for concurrent planning in their SIPs are the following: Fresno, Los Angeles, Orange, Riverside, San Bernardino, San Diego and Santa Clara.</p> <p>CDSS will track county progress, and through completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> See prior tasks.</p> <p>Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> Technical assistance was provided to Sonoma County on November 8, 2004 regarding implementation of</p> |

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| | | <p>concurrent planning. The county was provided the Concurrent Planning Resource Guide issued by CDSS and to Orange County on December 10, 2004 which provides a basic curriculum for training on relinquishments.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The possibility of federal technical assistance on youth permanence for Sacramento and Nevada counties is currently being discussed. <input checked="" type="checkbox"/> Update: CDSS has offered technical assistance to the larger counties that included concurrent planning in their SIPs (see attached letter dated March 21, 2005). <input checked="" type="checkbox"/> The assistance offered to Fresno, Los Angeles, Orange, Riverside, San Bernardino, San Diego and Santa Clara specifically included: the Concurrent Planning Implementation Guide; Technical Assistance from the National Resource Centers; All County Information Letter I-23-04, dated May 13, 2004, regarding Promising Practices; and training available through the Regional Training Academies. CDSS will continue to monitor counties' progress on their system improvement plans related to concurrent planning. |
| Los Angeles County will fully implement concurrent planning | 06/05 | <p><u>Los Angeles Strategies:</u> Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The County is working with CDSS and the NRC for Permanency Planning. A consultant from the NRC, Rose Wentz, participated in a mandatory DCFS department managers' meeting on December 12, 2003, to develop goals, objectives and an action plan for improving concurrent planning in Los Angeles County. <input checked="" type="checkbox"/> Also, as part of fully implementing concurrent planning, |

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| | | <p>DCFS' Chief Deputy and the Deputy Director for Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption on 9/24/03. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of the current and proposed status on implementing concurrent planning.</p> |
| <p>CDSS monitor Los Angeles concurrent planning action plan</p> | <p>06/05</p> | <p>Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</p> <ul style="list-style-type: none"> ☑ Completed. The department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, is intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation for successful Concurrent Planning. ☑ The Torrance project has been implemented in all regional offices. The initial evaluation of the project is projected to be completed by the end of July 2004. ☑ By November 2003, Los Angeles DCFS completed a concurrent planning/adoption assessment, identifying areas of policy and practice that required revision and training. The action plan to fully incorporate concurrent planning into operating procedures has been developed, and June 2004 was the target for completion of all components of the action plan. ☑ The concurrent planning training curriculum has been developed by the DCFS training Section in partnership with the Inter University Consortium, and was piloted starting the end of April. The training is skill-based, and a managers and supervisors' training has also been developed. The concurrent planning training is projected be completed by December 2004. ☑ The Torrance Model was in place as of January 2004, and adoption units are co-located in all but 5 offices. Where staff |

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| | | <p>is not co-located, adoption staff is aligned with those offices. Co-location of all adoption staff will occur when space has been allocated in remaining 5 offices. Concurrent planning policy has been revised and issued to all staff. To ensure timely legal permanency, requirements for manager approval at higher levels of authorization for alternative permanent plans are now in place.</p> <ul style="list-style-type: none"> <li data-bbox="1041 613 1906 976">☑ As part of a four phase approach to concurrent planning training (see Permanency Outcome 1, Item 7), procedural training on the Concurrent, Permanency Planning Adoption Assessment process/protocol and form/tool was developed/finalized in April. Countywide training was completed on this process for each SPA (Approximately two thirds of all line staff had completed training by mid June 2004). Follow up training sessions are currently scheduled, and the goal is to have 100% of line staff trained. Training will be ongoing over the next six months and will reflect any procedural changes and/or updates to the process. <li data-bbox="1041 984 1906 1349">☑ The “Torrance Model”, implemented to reduce timelines and successfully fully implement concurrent planning, was evaluated in summer 2004. It did not show the significant progress desired toward meeting the County’s outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County. <li data-bbox="1041 1357 1906 1481">☑ Update: Completed. Concurrent planning has been fully implemented in Los Angeles County. For an update on the new Concurrent Planning Redesign, please see Permanency Outcome 1, Item 9, Action Step 2. |

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| | | <p>Los Angeles County will further enhance concurrent planning practice through design and implementation of a systems change, referred to as Los Angeles County's "Concurrent Planning Redesign." (06/05)</p> <p><input checked="" type="checkbox"/> Update: Please see Permanency Outcome 1, Item 9, Action Step 2.</p> <p>CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> Completed. See previous tasks. A request is being made to the NRC for information Technology for assistance in this area.</p> |
| <p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p> | | |
| <p>Action Step #4: As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> | | |
| Counties will analyze their placement resource needs | 06/04 | <p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> Completed. County Self Assessments were due to CDSS on June 30, 2004. They include an analysis of county strengths and areas that need improvement.</p> |
| Each county will develop a plan to address those needs | 09/04 | <p>Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04).</p> <p><input checked="" type="checkbox"/> Completed. All 58 counties have submitted their Self</p> |

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| | | <p>Assessments, which were due June 30, 2004. Their SIPs were due September 30, 2004, and outlined resources, timelines and program goals. The SIPs have been reviewed for the counties' discussion of their goals for concurrent planning, permanency and recruitment.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Of 14 SIPS reviewed in-depth, recruitment strategies were identified in nine SIPs. CDSS has just completed the survey of all 58 counties on their recruitment strategies used during FY 03/04. Report is now being compiled and will be finalized by 06/05 and placed on our website with the currently posted FY 02/03 report. <input checked="" type="checkbox"/> Update: The annual survey on recruitment, training and support for resource families has been completed and is in the department sign-off process. The survey was discussed with each county and suggestions for improvement for next year's survey were solicited. This report should be finalized by June 30, 2005 and placed on the CDSS website. In addition, please see the attached minutes from the conference call completed with 9 of the 11 largest counties in California related to recruitment, retention and support of foster parents. <p>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The C-CFSR process has begun implementation, beginning in the first quarter of 2004 with all counties receiving their data. The counties have received training on data and on the Self Assessment process, as well as technical assistance in preparing |

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| | | <p>them. The Self Assessments were due June 30, 2004. (See Item 31 for additional details on technical assistance and program support provided to counties.)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS has received all of the SIPS and they have been reviewed. In some cases additional information was required prior to being approved. As of April 14, approval letters have been sent to 40 counties notifying them of the approval of their SIPS. <p>CDSS will review and approve county SIPS, which will be received on a flow basis with all county SIPS due and approved by the State no later than 12/04.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. CDSS has received all of the SIPS and they have been reviewed. Approval letters are being sent to counties notifying them of the approval of their SIPS. <p>CDSS will identify statewide systemic barriers to unmet placement needs from the SIPS and work with counties to resolve beginning 09/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The counties' SIPS were due September 30, 2004, and outlined resources, timelines and program goals. The SIPS have been reviewed to identify any statewide barriers to unmet placement needs. <input checked="" type="checkbox"/> Of 14 SIPS reviewed in-depth, recruitment strategies were identified in nine SIPS. CDSS has just completed the survey of all 58 counties on their recruitment strategies used during FY 03/04. Report is now being compiled and will be finalized by 06/05 and placed on our website with the currently posted FY 02/03 report. <input checked="" type="checkbox"/> Update: The annual survey on recruitment, training and support for resource families has been completed and is in the department sign-off process. |

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| | | <p>The survey was discussed with each county and suggestions for improvement for next year's survey were solicited. This report should be finalized by June 30, 2005 and placed on the CDSS website. In addition, there was a conference call completed with 9 of the 11 largest counties in California related to recruitment, retention and support of foster parents (Minutes have been sent to Region IX).</p> |
| CDSS will provide technical assistance | 06/05 | <p>CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented beginning 09/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The counties' SIPs were due September 30, 2004, and outlined resources, timelines and program goals. The SIPs have been reviewed to identify any unmet placement needs, and technical assistance can be provided as needed. <input checked="" type="checkbox"/> Of 14 SIPS reviewed in-depth, recruitment strategies were identified in nine SIPs. CDSS has just completed the survey of all 58 counties on their recruitment strategies used during FY 03/04. Report is now being compiled and will be finalized by 06/05 and placed on our website with the currently posted FY 02/03 report. <input checked="" type="checkbox"/> Update: The annual survey on recruitment, training and support for resource families has been completed and is in the department sign-off process. The survey was discussed with each county and suggestions for improvement for next year's survey were solicited. This report should be finalized by June 30, 2005 and placed on the CDSS website. In addition, a conference call was completed with 9 of |

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| | | <p>the 11 largest counties in California related to recruitment, retention and support of foster parents</p> <p><input checked="" type="checkbox"/> Please see the enclosed minutes from the conference call regarding CWS/CMS Extract #04063 – Foster Care Children/Substitute Care Providers by Ethnicity as of June 2004.</p> |
| <p>CDSS will monitor the progress of counties implementation</p> | <p>06/05</p> | <p>CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004 with counties receiving their data. CDSS staff continues to track C-CFSR data statewide as well as by county. The counties have completed their self assessments, which were due by June 30, 2004. The SIPs were due September 30, 2004, and outlined their program goals, including timelines and placement resources.</p> <p><input checked="" type="checkbox"/> Of 14 SIPS reviewed in-depth, recruitment strategies were identified in nine SIPs. CDSS has just completed the survey of all 58 counties on their recruitment strategies used during FY 03/04. Report is now being compiled and will be finalized by 06/05 and placed on our website with the currently posted FY 02/03 report.</p> <p><input checked="" type="checkbox"/> Update: The annual survey on recruitment, training and support for resource families has been completed and is in the department sign-off process. The survey was discussed with each county and suggestions for improvement for next year's survey</p> |

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| | | <p>were solicited. This report should be finalized by June 30, 2005 and placed on the CDSS website. In addition, a conference call was held with 9 of the 11 largest counties in California related to recruitment, retention and support of foster parents.</p> <p>CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> |
| <p>Program Contacts - Action step 1: Wes Beers; Action steps 2-4: Pat Aguiar</p> | | |

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| <p>Improvement Goal: We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points to 82.7 percent by June 30, 2005.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.</p> | <p>AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item</p> | <p>C-CFSR Quarterly Data: March 2004: 79.4% (from 3rd qtr 2003) June 2004: 77.8% (from 4th qtr 2003) Sept. 2004: 81.1% (from 1st qtr 2004) Dec 2004: 77.5% (from 2nd qtr 2004) March 2005: 77.2% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.</p> | <p>Date Improvement Goal Achieved: Date all Action Steps completed:</p> | |

| <p>Permanency Outcome 1, Item 7 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross-reference: Item 2A, Action Step 1; Item 2B, Action Step 5; Items 3 & 4, Action Step 1; Item 5, Action Step 1; Item 6, Action Step 1; Item 10, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44,</p> | | |

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| Action Step 1 | | |
| Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 8 & 9) | | |
| CDSS will convene a promising practices exchange meeting with the 10 largest counties. | 9/23/04 | <p>CDSS will arrange a meeting place and time; send out meeting notice.</p> <p><input checked="" type="checkbox"/> Completed. A meeting was arranged for September 23, 2004, and notices sent out.</p> <p>CDSS will lead “Promising Practices Exchange” meeting.</p> <p><input checked="" type="checkbox"/> Completed. A conference call was held with the ten largest counties on September 23, 2004 to initiate this action step. Participants included representatives from Los Angeles, San Diego, San Bernardino, Sacramento, Riverside, Alameda, Orange, Santa Clara, Fresno, and San Francisco Counties. County self-assessment data was reviewed, and representatives discussed approaches they followed in relation to targeted outcomes. All counties are in the process of submitting policies / descriptions concerning their best practices to address safety, permanency and well-being outcomes. These submissions will be reviewed and considered for implementation by high priority counties.</p> |
| CDSS will develop a list by county of specific actions to be completed. | 06/30/05 | <p>In partnership with the counties will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.</p> <p>No report due this quarter.</p> |
| CDSS will track county progress, provide technical assistance and report quarterly on county progress. | 06/30/05 | <p>CDSS will track action steps on a county by county basis (06/05)</p> <p>No report due this quarter.</p> <p>CDSS will utilize the C-CFSR Quarterly County Data Reports and System Improvement Plans as a mechanism for reporting county progress.</p> |

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| | | <p>No report due this quarter.</p> <p>CDSS will provide technical assistance to counties. No report due this quarter</p> <p>CDSS will report on county progress in the PIP quarterly report. No report due this quarter</p> |
| <p>CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles</p> | <p>04/04</p> | <p>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County’s current procedures, policies, systems and practices regarding concurrent planning (09/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The “Torrance Model”, implemented in Los Angeles County to reduce timelines and successfully fully implement concurrent planning, was evaluated. It did not show the significant progress desired toward meeting the County’s outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County. <p>Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Hunter College/NRC for Concurrent Planning has provided Los Angeles County DCFS with technical assistance in the areas of policy and training development. <input checked="" type="checkbox"/> Los Angeles County DCFS has revised its Concurrent Planning policy, and feedback from Rose Wentz indicates current LA County DCFS policy is written to meet federally mandated timelines for permanency. |

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| | | <p><input checked="" type="checkbox"/> In addition, Rose Wentz worked with the InterUniversity Training Consortium and DCFS in the development of concurrent planning training. In December 2003, management training took place. Work is ongoing for the next phase of training to include a management/supervisor session on concurrent planning, followed by a day of social worker training. These sessions rolled out in May 2004. Future training sessions are also being planned to address skill-building techniques associated with concurrent planning and strength-based practices.</p> <p>In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving concurrent planning.(09/03)</p> <p><input checked="" type="checkbox"/> CDSS is working with Los Angeles County to review all relevant sources to complete their plan of action. An action plan was drafted and completed as part of their work with the National Resource Center for Foster Care and Permanency Planning. The evaluation of the "Torrance Model" being implemented in Los Angeles County has been completed.</p> <p><input checked="" type="checkbox"/> Completed. Los Angeles County has completed their self assessment, which has been reviewed. The County's SIP was submitted by the due date of September 30, 2004, and outlines their program goals, including concurrent planning. CDSS provided training (through contractors) and technical assistance as needed to assist in the development of the county SIPs.</p> <p>Los Angeles County will develop and implement training for FR staff. (10/03).</p> |

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| | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The training has been developed. Los Angeles County DCFS has implemented a four phase training plan to complete this task. It began with the Management Overview held in December 2003. <input checked="" type="checkbox"/> Training for Los Angeles County staff will train staff working in many areas, not just Family Reunification. In addition, training will also be provided to managers and supervisors as well as line staff. <input checked="" type="checkbox"/> Phase I focused on permanency planning/adoption assessment training for all social work staff. This phase has been completed, with 63 classes held and 1,012 staff trained. <input checked="" type="checkbox"/> Phase II focuses on skill building for all social work staff. This is phase virtually completed, with 1,841 staff trained to date. Some makeup sessions are scheduled for between now and the end of the year. <input checked="" type="checkbox"/> Phase III focuses on training for managers and supervisors, and began rollout this spring. The training will continue through the end of the year. <input checked="" type="checkbox"/> Phase IV focuses on all county rollout of concurrent planning skill building for all social works and supervisors. This training has also begun and is continuing, and includes follow-up training related to practice issues. (The timing of training in Phases III and IV is dependent on the completion of Phases I and II). <p>CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Los Angeles County has completed their |

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| | | <p>county self assessment, which was due June 30, 2004. County staff received training on the Self Assessment process. The County's SIP was due September 30, 2004, and outlines their program goals, including concurrent planning. CDSS also provided training and technical assistance as needed to assist in the development of the County's SIP.</p> |
| <p>Los Angeles will implement concurrent planning</p> | <p>04/04</p> | <p>Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04)</p> <ul style="list-style-type: none"> ☑ Completed. Initial implementation began in the area of Adoption with the department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, intended to reduce timelines, reduce legal issues, and improve relationships between staff. Los Angeles County is continuing to work on an action plan of the implementation of specific procedures, policies, systems and practices. ☑ The Torrance Model was implemented in all regional offices in January 2004. Concurrent planning policy was revised to establish practice standards in line with federally mandated timelines to achieve legal permanence through adoption. A concurrent planning assessment tool was designed and implemented. Concurrent planning training to the assessment tool was completed in May 2004. Additional concurrent planning training, for all line managers/supervisors and social workers started in May 2004 and is continuing. (See previous tasks for detailed information on training). ☑ The County is now in an evaluation and monitoring phase. An evaluation of the Torrance Model did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the |

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| | | <p>evaluation of the Torrance Model, the current organizational structure and workflow design is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign.</p> <ul style="list-style-type: none"> <li data-bbox="1087 581 1902 813">☑ A comprehensive Concurrent Planning Redesign proposal was created to support concurrent planning and further shorten the time it takes to reach legal permanency for children in out of home care. The workload impact has been a topic of labor/management discussion. The County is moving forward in this forum to identify best processes to identify and manage any workload impact. <li data-bbox="1087 821 1871 1019">☑ A joint labor/management decision was made to proceed with a Concurrent Planning Redesign Pilot in 5 offices: North Hollywood, Covina, Belvedere, Lakewood and Compton. The pilot start date and length are being determined through labor/management discussions currently underway. <li data-bbox="1087 1027 1906 1459">☑ Labor/Management discussions have been ongoing throughout this quarter. Highlights have included a two-day retreat and one-day training in Continuous Quality Improvement for labor and management participants. Work flow changes have been developed along with working protocols. Redesign training is under development. A Concurrent Planning automated tracking report is also under development to facilitate the ability to track concurrent planning milestones and to promote program evaluation. Efforts are underway to be able to begin phased in roll-out of the pilot to the five identified offices within 45 days following resolution of the outstanding labor/management issues. |

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| | | <p><input checked="" type="checkbox"/> Update: Completed. As noted above, full implementation of concurrent planning has been completed through the implementation of the Torrance Model. For an update on the Concurrent Planning Redesign, please see Permanency Outcome 1, Item 9, Action Step 2.</p> <p>Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p><input checked="" type="checkbox"/> Completed. Pending the development and implementation of a county-wide automated tracking system, line supervisors and managers are monitoring the implementation of concurrent planning on a case by case basis. Plans by the County's Information Technology Services (ITS) Division to automate concurrent and permanency planning tracking are under development. In February 2004, a directive was enacted that required higher level management approval for alternative permanent plans. Supervisors must approve all concurrent planning assessments.</p> |
| CDSS will monitor and document the implementation of concurrent planning in Los Angeles County | 06/05 | <p>Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p> <p>CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR data indicator for this item is tracked on a county by county basis as well as on a statewide basis. Los Angeles County has also completed their Self</p> |

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| | | <p>Assessment, which has been reviewed by CDSS. The County's SIP was submitted by the due date of September 30, 2004, and outlines their program goals, including in the area of concurrent planning. CDSS provided training and technical assistance as needed to assist in the development of the County's SIP.</p> |
| <p>Action Step #2: The CDSS will develop and implement improvement strategies through a contract with JRTA to provide monitoring and technical assistance to all judges on current law regarding termination of parental rights (TPR), concurrent planning, and the requirement that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Information will be disseminated through ACLs or ACINs and/or training academies as necessary to implement identified strategies. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28)</p> | | |
| <p>CDSS will review statutory issues and develop strategy</p> | <p>05/04</p> | <p>CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Further policy analysis concluded that existing statute sufficiently requires the court to consider, at each six month hearing, all permanency planning options for children who must remain in care. Welfare and Institutions Code Section 366.3 (g) in pertinent part states "...the court shall consider all permanency planning options for the child including whether the child should be returned to the home of the parent, placed for adoption, or appointed a legal guardian, or, if compelling reasons exist for finding that none of the foregoing options are in the best interest of the child, whether the child should be placed in another planned permanent living arrangement. The court shall order that a hearing be held pursuant to Section 366.26 [to TPR or order guardianship] unless it determines by clear and convincing evidence, that there is a compelling reason for determining that a hearing held pursuant to Section 366.26 is not in the best interest of the child because the child is not a proper subject for adoption, or no one is |

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| | | <input checked="" type="checkbox"/> Update: The following counties have received training: Santa Clara, Riverside, Alameda, San Francisco, Orange, Sacramento and Kern. |
| <p>CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been in foster care for 15 of the most recent 22 months.</p> | <p>03/04 (subject to approval by the Judicial Council)</p> | <p>Workgroup convenes (01/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. In an effort to ensure that probation officers receive training relevant to child welfare requirements, an advisory group consisting of representatives from CDSS, CPOC, Judicial Council and the Resource Center for Family Focused Practice was convened on February 25, 2004. The Resource Center for Family Focused Practice is developing materials that will be used as part of the curriculum for concurrent planning, visitation requirements and the Termination of Parental Rights processes. <input checked="" type="checkbox"/> Meetings of the advisory group have continued. In June, a meeting was held with a consultant from the Board of Corrections, Standards and Training for Corrections, to ensure that all training for probation officers is state corrections training (SCT) certified. <p>Workgroup develops strategies; CDSS, with county input, conducts CWS/CMS system analysis. (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Discussions have continued on training content, and strategies are being developed. See above tasks. |
| <p>The new strategies will begin to be implemented statewide.</p> | <p>01/05</p> | <p>CDSS will issue an ACL or ACIN as necessary, which will provide any initial instructions for implementing the strategies, including any training instructions and procedures on any approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. (01/05)</p> <p>Technical assistance and training for judges has continued under the provisions of the JRTA contract as amended to provide</p> |

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| | | <p>additional training regarding concurrent planning, reassessment of permanency and termination of parental rights. The JRTA team prioritized its training to focus initial efforts on the ten largest counties. As of March 1, 2005, completed reports on reviews in Orange, San Francisco and Sacramento counties have been received by CDSS. Additionally, the JRTA sponsored a video broadcast as a teaching tool to help maximize the provision of judicial training on permanency. The video broadcast on permanency was held February 23, 2005 and aired for all judicial officers.</p> <p>CDSS will incorporate any necessary changes into statewide training curriculum. (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33) Completed. A curriculum focusing on Case Plans that Lead to Permanency, developed and delivered in collaboration with the Administrative Office of the Courts, Judicial Review Team, has been delivered to Probation Officers. The curriculum focuses on developing sound, behavioral case plans with youths and their families, concurrent planning and TPR. Five regional trainings have been completed, training 109 probation officers. Four additional trainings have been scheduled through the end of May with an anticipated participation of 129 officers. The core curriculum for new child welfare workers will also cover developing sound, behavioral case plans with youths and their families, concurrent planning and TPR. This curriculum will be piloted before June 30, 2005. (Cross-reference to Systemic Factor, 4 Item 32 for pilot dates.)</p> |
| CDSS will monitor implementation of strategies. | 06/05 | <p>CDSS will track quarterly the data indicators for children receiving timely TPR (Item 28) and the establishment of permanency goals (Item 7) in order to ensure county implementation of these strategies. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> The data indicator for this item is being tracked quarterly for</p> |

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| | | <p>the entire state as well as by county. California has now met our improvement goal in Item 28, but continues to track the data.</p> <p><input checked="" type="checkbox"/> Update: According to data for the December 2004 quarter, the State continues to meet the improvement goal for the Item 28 data indicator. Item 7 is currently being renegotiated due to problems with the methodology for extracting the data.</p> |
| <p>Action Step #3: The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals</p> | | |
| <p>CDSS will study the feasibility of various measurement options</p> | <p>09/04</p> | <p>CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</p> <p><input checked="" type="checkbox"/> Completed. Measurement methods have been discussed with the counties, and an element added to the PQCR.</p> <p>CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</p> <p><input checked="" type="checkbox"/> Completed. The issue of whether to add a question to the PIP surveys has been analyzed. It was determined it would not be useful to add a question to the surveys as parents are unlikely to know whether or not the agency had established the permanency goal for the child in a timely manner.</p> <p><input checked="" type="checkbox"/> CDSS has been exploring further capabilities such as the addition of a reminder in CWS/CMS that would support the permanency/concurrent planning training that is being done.</p> <p>CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</p> <p><input checked="" type="checkbox"/> Completed. It was concluded that the system already has</p> |

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| | | adequate functionality to track time frames. Included in the current changes to CWS/CMS now pending federal approval is one in the area of permanency. This is a change to assist workers in better documentation of reasons for not terminating parental rights. |
| Program Contacts - Action steps 1: Wes Beers; Action Step 2: Glenn Freitas; Action Step 3: Pat Aguiar; Action step 4: Tom Graham | | |

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Permanency Outcome 1, Item 8

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| <p>Improvement Goal: : California’s goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.</p> | <p>AFCARS/NCANDS Semi-Annual Measures:</p> <p>Dec 2003: 61.0% (FY 2002 AFCARS data)</p> | <p>C-CFSR Quarterly Data:</p> <p>March 2004: 63.4% June 2004: 63.2% Sept 2004: 62.6% Dec 2004: 63.4% March 2005: 64.5% June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when California’s performance in this area has improved by four percentage points and by the completion of all action steps</p> | <p>Date Improvement Goal Achieved: 12/10/03.</p> <p>Date all Action Steps completed:</p> | |

| <p style="text-align: center;">Permanency Outcome 1, Item 8 Benchmarks</p> | <p style="text-align: center;">Projected Dates of Completion</p> | <p style="text-align: center;">Tasks</p> |
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| | | <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county’s action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Safety Outcome 1, Item 2B, Action Steps 1, 3 & 7; Items 3 & 4, Action Step 1; Item 5, Action Step 1; Item 6, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 25, Action Step 3; Item 28, Action Step 5; Item 44, Action Step 1; Permanency Outcome 1, Items 8, 9 & 10)</p> |
| | | <p>Action Step #2: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster</p> |

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| <p>care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 5) Status reported in Permanency Outcome 1, Item 5</p> | | |
| <p>Action Step #3: The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.</p> | | |
| CDSS will issue ACL | 09/03 | <p>CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. ACL 03-61 was issued. |
| CDSS will provide targeted training and monitor improvement in quality data. | 06/05 | <p>CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS has coordinated with the CWS/CMS Project, which monitors the contract through which CWS/CMS training is offered to the counties, on issues discussed in the ACL. Training plans were designed and implemented regarding data entry contained in the ACL. <input checked="" type="checkbox"/> CDSS continues to work with the CWS/CMS Project Office to provide CWS/CMS training through a statewide contract. The curriculum that all State contract and county training staff is required to use is continuously updated and includes the data entry requirements that were discussed in the ACL. <input checked="" type="checkbox"/> During the quarter, the State training contractor conducted 41 training sessions with 362 attendees from multiple counties covering the subject needs identified by the counties. Additional on-site trainings were conducted by individual counties. CDSS also provided documentation identifying the data fields used to determine outcome measures to the counties. That documentation is being used by the counties to monitor timely and accurate data entry by staff and has been incorporated into county staff training. That information has |

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| | | <p>been posted on the CWS/CMS Project website. Similar trainings have been developed and continue to be offered through the Northern Training Lab Consortium (NTLC) and Central Academy.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Update: During the January 1, 2005 to March 31, 2005 quarter, the State training contractor provided 68 days of training to 540 staff from 18 counties and several State Adoption District Offices. <p>CDSS will review CWS/CMS data fields to identify counties who still have difficulty completing case closure dates and reasons, and provide additional targeted training. (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. See task below for further details. <p>CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> We have reported the ACL (03-61) providing clarifications and instructions on entering critical data was released in December 2003. Based on county and State data reviews, we are seeing improvements in the consistency and completeness of data as a result of the issuance of the ACL. CDSS will continue to monitor data quality and improvement through county and State data reports. In conjunction with the AB 636 Data Workgroup, CDSS focused on development of State program outcome indicators related to the Quality Assurance system (AB 636) during this quarter. Continuing evaluation of data at the county and State level indicates that data quality continues to improve. As necessary, additional ACINs will be issued to provide information to counties on best practices related to CWS/CMS data entry and extraction. <input checked="" type="checkbox"/> CDSS received ACF conditional approval of the State request to approve CWS/CMS system changes related to the PIP on |

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| | | <p>November 1, 2004. A conference call with the Office of State Systems and Region IX to provide additional clarifications on the CDSS approval request was held on November 30, 2004. ACF requested a formal written response in 45 days to the conditional approval. The response was provided in mid-December. Based on, and subsequent to the conditional approval, State staff proceeded with activities to complete the technical design changes identified in the approval request during the quarter.</p> <ul style="list-style-type: none"> ☑ Update: As approved by ACF in the CWS/CMS “Go Forward Plan”, CDSS is working with CWDA to develop report metrics that will provide information on system utilization. All counties utilize all system functionalities and enter data relevant to individual case situations. Within counties, individual staff members may need help and training to improve documentation in their cases. Utilization metrics will assist counties in identifying those areas of case documentation on which to focus training and individual assistance. Metrics reporting is anticipated to start in the fall of 2005. ☑ The CWS/CMS change design documents were finalized on March 11, 2005. The M&O contractor began the system reprogramming with an anticipated implementation date of November 2005. |
| <p>Program Contacts - Action step 1: Wes Beers; Action Step 2: Pat Aguiar; Action Step 3: Tom Burke</p> | | |

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Permanency Outcome 1, Item 9

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| <p>Improvement Goal: California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.</p> | <p>AFCARS/NCANDS Semi-Annual Measures:</p> <p>Dec 2003: 20.9% (FY 2002 AFCARS data)</p> | <p>C-CFSR Quarterly Data:</p> <p>March 2004: 24.9% June 2004: 25.6% Sept. 2004: 27.0% Dec 2004: 27.6% March 2005: 28.3% June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed</p> | <p>Date Improvement Goal Achieved: 12/10/03</p> <p>Date all Action Steps completed:</p> | |

| <p>Permanency Outcome 1, Item 9 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| | | <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Safety Outcome 1, Item 2B, Action Steps 1, 3 and 7; Items 3 & 4, Action Step 1; Item 5, Action Step 1; Item 6, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 25, Action Step 3; Item 28 Action Step 5; Item 44, Action Step 1; Permanency Outcome 1 Items 8, 9, & 10) Status reported in Permanency Outcome 1, Item 7</p> |
| | | <p>Action Step # 2: CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-</p> |

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| Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies | | |
| Los Angeles County will implement its 2003 Adoption Initiative | 04/04 | <p>LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04)</p> <ul style="list-style-type: none"> ☑ In June 2003, Los Angeles County began the first phase of redistributing adoption cases. The first phase consisted of a 120-day Homestudy Project, which enabled the Adoptions Division to complete a significant number of pending adoptive homestudies. The second phase was the full implementation of the "Torrance Project" in all regional offices. ☑ The Torrance Project (2003 Adoptions Initiative) was implemented in all offices by January 2004; ☑ The second step was implemented on March 15, 2004, with the creation of the three consolidated home study sections. ☑ The third step is the streamlining of the DCFS' concurrent planning and termination of parental rights processes. An action plan was developed for executive approval. ☑ Finally, after full implementation was completed, the Torrance Model was evaluated, and did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County. ☑ The implementation of the action plan (Concurrent Planning Redesign) will be completed when labor negotiations are completed. A joint labor/management decision was made to proceed with a Concurrent Planning Redesign Pilot in 5 offices: North Hollywood, Covina, Belvedere, Lakewood and Compton. The pilot start date and length are being determined through |

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| | | <p>labor/management discussions currently underway.</p> <ul style="list-style-type: none"> ☑ Upon completion of labor/management discussions, Los Angeles County will implement the Concurrent Planning Redesign in five offices. Due to the nature of these discussions, we cannot set a specific date to conclude this process; however, the tentative implementation plan is as follows: ☑ In 45 days, training will begin for all staff in the five pilot offices. The training plan is comprehensive and includes management kick-off, overview for all staff, an additional session for staff involved in the TPR process and a session on protocols/new working procedures. One office will be trained at a time, and it is projected that it will take approximately 2 ½ months to roll out the training to all five offices. ☑ Each office will implement the new way of operating as soon as the training in the office has been completed (two to three weeks). ☑ The “Continuous Improvement Process” workgroup, the Labor/Management workgroup that acts as the oversight committee for the roll out, will meet during the training roll out and throughout the pilot. Data will be used to document progress and modifications will be made, if necessary. By the third month of implementation, discussions will begin to determine if the pilot is successful, and if so, what needs to be in place to roll out the Concurrent Planning Redesign department-wide. ☑ By the fourth month after implementation begins, activities to achieve department-wide roll out will begin, including but not limited to, the development of new protocols, formal departmental policy development and if necessary training revisions. While the pilot evaluation will continue, plans for the success of the pilot and making changes department-wide will begin even though the actual decision to expand the pilot has |

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| | | <p>not yet been made.</p> <ul style="list-style-type: none"> ☑ By the sixth month after implementation begins, an analysis of available data regarding success will be made and a recommendation by the “Continuous Improvement Process” workgroup regarding department-wide roll out will be made to the Department’s Executive Team. ☑ If the Executive Team makes the decision to roll out the pilot department-wide, training will begin in one office at a time. ☑ Update: Labor/Management discussions continued through this quarter and outstanding issues were resolved in January 2005. Training commenced on February 1, 2005 with a preview of the overview session, and actual rollout to the first pilot office began on February 17, 2005. The first office to complete training began the pilot on March 21, 2005. Training for all five pilot offices is scheduled to run through May 31, 2005. <p>As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</p> <ul style="list-style-type: none"> ☑ Completed. Los Angeles County DCFS implemented its new Permanency Resource Division as of March 2004, which includes three consolidated home study sections. ☑ The three family assessment units of the Permanency Resource Division have been fully functioning since March 2004, when the first series of PS-MAPP training groups began. ☑ Since the inception of the Consolidated Home Study Program, a total of 40-PS-MAPP groups have been held for prospective resources parents. From May 2004 through mid September 2004, 287 participants have graduated from the PS-MAPP program. This brings the total of graduates to 457 participants. Consolidated Home Study applications have been received from 363 of the graduates/participants. At this time, 137 of the consolidated home studies applications have been |

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| | | <p>dispositioned (i.e. approved, deferred or closed).</p> <ul style="list-style-type: none"> ☑ DCFS has encountered some problems with the contract vendor for the PS-MAPP program, and is in the process of resolving this matter. Intensive efforts have been made to ensure that the vendor issues do not negatively impact participants. ☑ From March 2004 through December 2004, Los Angeles County DCFS provided 57 PS-MAPP groups for prospective resource parents. From October through November, 165 participants have graduated. This brings the total number of graduates to 696 participants. At this time, 232 of the consolidated home studies have been dispositioned, i.e., approved, deferred or closed. The current contract for the provision of the PS-MAPP training program will terminate on December 31, 2004. DCFS will develop the 2005 PS-MAPP training schedule once there is a new contract in place. ☑ Update: On February 8, 2005, the Los Angeles County Board of Supervisors approved a new a PS-MAPP Contractor. A training schedule has been developed which provides for 55 PS-MAPP groups for the 2005 calendar year. Five groups are scheduled to begin in March. <p>Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</p> <ul style="list-style-type: none"> ☑ As of September, Los Angeles County has completed all but 90 of the 2,085 adoption home studies that were pending as of June 16, 2003. It is anticipated that 30 will be approved within the next 60 days. The others have major barriers such as marriage/divorce and livescan issues, and are still pending. ☑ Fifty-four home studies have been completed since the last update and there are currently 36 home studies pending. These remaining 36 applications have major barriers to |

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| | | <p>approval, but we are continuing to work with the families to resolve the pending issues. It is anticipated that the majority of these home studies will be completed next quarter.</p> <ul style="list-style-type: none"> ☑ Update: There are currently only 23 homestudies of the original 2,085 still pending from 120-Day Project. Efforts continue to resolve the barriers preventing completion. <p>Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</p> <ul style="list-style-type: none"> ☑ Los Angeles County DCFS continues to see progress in its home study completion process. During calendar year 2003, it took 10.9 months, on average, to complete an adoption home study. ☑ The consolidated home study process began on March 15th. DCFS anticipates it will take until late 2004 before they are able to assess progress in completing home study assessments within a 4-6 month timeframe. The average time to complete a home study was effected by the older, more complex cases still being resolved, as well as the impact of the realignment of staff earlier in the year. In addition to the consolidated home studies completed by the Resource Family Development Division, DCFS Adoptions Division staff also conducts home study assessments for caregivers (foster parents and adoptive parents) adopting children already in their care. ☑ The 9.7 months average is the latest timeline, although the ultimate goal for this grouping of home studies is still 4-6 months. DCFS anticipates that along with the system redesign proposed in the Concurrent Permanency Planning Redesign, they will be able to meet this goal. ☑ Adoption social workers have received adoption training in the newly revised SAFE Home Study format as a means to improve home study practices. This should also have an impact on the average time of home studies. A series of |

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| | | <p>training sessions began in March 2004, and concluded in June 2004.</p> <ul style="list-style-type: none"> ☑ Although the Concurrent Planning Redesign Pilot has not yet been implemented, with the changes already made, the Adoptions Division has decreased its time to complete adoptive home studies to an average of 8.6 months this quarter (through December 9, 2004). Once the Concurrent Planning Redesign pilot begins and has been in place long enough for the cases to attrit out of the pilot Adoption social workers' caseloads, there will be a further decrease. ☑ Update: The average homestudy completion timeframe for the period between January 1, 2005 and March 30, 2005 was 9.5 months. There were 264 homestudies completed during this time period; however, the average length of time to complete homestudies continues to be affected by the completion of cases that have been in the system for a long time. These cases will continue to affect the timeframe and therefore the target has been adjusted to a more realistic 10% reduction from the baseline. The new target is 10% decrease from the baseline of 10.9 months to 9.8 months. We anticipate that as the Concurrent Planning Redesign pilot begins, the timeframes will continue to decline beyond the 10% target reduction. <p>Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</p> <ul style="list-style-type: none"> ☑ The current timeline in Los Angeles County from TPR to adoption finalization has now dropped to 18.4 months. The proposed Concurrent/Permanency Planning Redesign has been developed to dramatically shorten this timeline (see previous action steps). Los Angeles County DCFS has already implemented some streamlining of procedures, and anticipates even more improvement towards meeting its goals after |

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| | | <p>implementation of the Concurrent/Permanency Planning Redesign.</p> <ul style="list-style-type: none"> ☑ The Concurrent Planning Redesign pilot is expected to further reduce the timeframes from TPR to finalization. As previously reported, it has not been implemented yet. During this quarter, the average length of time between TPR and the finalizations that occurred was 23.9 months; however, this included an adoption that took 204.9 months to complete for a sibling set. It should be noted that we are only able to capture data based on finalizations within the quarter; therefore, cases that have been pending for lengthy periods of time that finalize now, skew the “average” to longer timeframes. ☑ Update: The average time period from TPR to finalization from January 1, 2005 through March 30, 2005 was 19.3 months, with 226 cases finalized during this period. However, given that the Concurrent Planning Redesign has only just been initiated in one regional office and older cases in the system consistently lengthen the average timeframe, the target has been adjusted to a more realistic 10% reduction from the baseline. The new target is a 10% reduction from the baseline of 21 months to 18.9 months. <p>Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</p> <ul style="list-style-type: none"> ☑ In Los Angeles County, adoption workers do not conduct TPR. Currently, TPR is conducted by the case-carrying social worker. The Concurrent/ Permanency Planning Redesign includes shifting the responsibility for TPR away from the case carrying social worker to a Dependency Investigator (DI) and support staff team. This shift will support timely TPRs as the responsibility will shift to staff who will have developed expertise in this area. In addition, the County’s Redesign |

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| | | <p>includes training and ongoing technical assistance and ongoing program oversight to the DI and support staff teams.</p> <p><input checked="" type="checkbox"/> See Item 7 for more detail on training provided to County staff.</p> |
| <p>CDSS will provide technical assistance as needed, and report through quarterly reports.</p> | <p>06/05</p> | <p>CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA County Adoption Initiative beginning 12/03. (06/05)</p> <p><input checked="" type="checkbox"/> CDSS is tracking the implementation of Los Angeles County's Concurrent Planning Redesign, just as it did the Torrance Project (2003 Adoptions Initiative). As issues arise where CDSS may be of assistance, Los Angeles County will advise CDSS.</p> |
| <p>CDSS will monitor progress of LA adoption's initiative</p> | <p>06/05</p> | <p>CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p><input checked="" type="checkbox"/> Although the Los Angeles County Adoption Initiative was implemented through the Torrance Project, as described previously there is a new initiative. Several workgroups formed as a result of the original initiative have all finished their tasks. The workgroups that have completed their tasks as reported in previous reports include the Recruitment for Special Needs Children Workgroup, the Consolidated Home Studies Workgroup, the Concurrent Planning/TPR Workgroup, the Data Gathering Processes Workgroup, the Appropriate AAP Rates Workgroup, the Legal Orphans Workgroup, the Streamline Home Studies Workgroup, the Enhancing Post-Adoption Workgroup and the workgroup for Adoption Integration.</p> |

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| | | <ul style="list-style-type: none"> <li data-bbox="1087 380 1906 480">☑ As noted in previous tasks, work on the new initiative, the Concurrent/Permanency Planning Redesign Proposal, is underway and currently in the labor relations phase. <li data-bbox="1087 483 1906 683">☑ The county is working to complete the development of the 5 year plan as mentioned in the previous report. The draft is scheduled for completion by the end of the year, and is being developed in collaboration with the National Foster Parent Association and Family to Family. A Stakeholders Forum will be hosted by the end of the year. <li data-bbox="1087 686 1906 1089">☑ The KCBS/Viacom outreach using a recreational vehicle staffed by county social workers has begun. The teams have primarily been located at Wal-Mart stores. The County is in the process of completing an analysis of the outcomes of the outreach, and will prepare recommendations. The use of the RV has been useful because mentors simply meet the RV at the designated site and greet people. Some people sign the sheet for follow-up contact and additional information. However, one of the challenges of using the RV has been at events that cannot accommodate the RV due to space restrictions. The County then relies on the use of the traditional booths. <li data-bbox="1087 1092 1906 1365">☑ The County has begun sponsoring once a month Saturday orientations for prospective foster/adoptive parents. The orientations are conducted in both Spanish and English, and the response on Saturdays has been overwhelming. There have been a minimum of 150 prospective families at the Saturday orientations. These are in addition to the orientations held in the evenings, which are also very popular. <li data-bbox="1087 1369 1906 1466">☑ The PS-MAPP curriculum includes concurrent planning, and the County meets regularly with the contractor about various issues to insure that prospective foster/adoptive |

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| | | <p>families are prepared to meet the needs of the children and their families.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Recruitment Partnership Forum – Part II was held on December 1, 2004. Internal and external stakeholders worked together to provide additional input on the long-range strategic plan for the recruitment of foster and adoptive parents. The plan will include developing resource families for medically fragile children, teens, and sibling groups and address the need to meet the cultural, religious and language needs of diverse populations. It is anticipated a draft plan will be written during the next quarter based on input from both Forums. <input checked="" type="checkbox"/> The marketing contract with KCBS/Viacom has expired; however, the Department is exploring the feasibility of an extension if some specific terms can be accommodated to enhance the use of the RV for grassroots community outreach. <input checked="" type="checkbox"/> Update: The Recruitment Partnership Forum met again on March 1, 2005 and further discussed the long range recruitment plan. The five year recruitment plan is in draft form and is now being finalized. It is anticipated that it will be approved during the next quarter. |
| <p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p> | | |
| <p>Action Step #4: The CDSS will develop and implement improvement strategies through a contract with JRTA to provide monitoring and technical assistance to all judges on current law regarding termination of parental rights (TPR), concurrent planning, and the requirement that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Information will be disseminated through</p> | | |

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| <p>ACLs or ACINs and/or training academies as necessary to implement identified strategies. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7</p> | | |
| <p>Action Step #5: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs (Cross-reference to Systemic Factor 2, Item 28.; and Systemic Factor 7, Item 44.)</p> | | |
| <p>Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP</p> | <p>09/03</p> | <p>CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <input checked="" type="checkbox"/> The Resource Center for Family Focused Practice has a contract trainer available to provide county training as requested. To date, no counties have requested the training. <input checked="" type="checkbox"/> The Resource Center for Family Focused Practice has also developed web-based information on AAP payment policy as another resource for counties. It is available on the web. |
| <p>Will issue ACIN clarifying existing state statute and policy</p> | <p>09/03</p> | <p>CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 9/03. |
| <p>CDSS will provide technical assistance and monitor improvements</p> | <p>06/05</p> | <p>CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ACIN I-62-03 was issued September 2003, which addressed the overall intent of AAP. <input checked="" type="checkbox"/> CDSS is continuing to provide technical assistance to the counties on AAP related issues via phone and e-mail. |

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| | | <p>CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03 (06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is incorporating the tracking of the delivery of training into the county self assessment process. The county self assessments were submitted June 30, 2004. <p>CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See tasks above. |
| <p>Action Step #6: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2B</p> | | |
| <p>Action Step #7: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)</p> | | |
| <p>Develop requirements and competencies for supervisors</p> | <p>12/04</p> | <p>CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CalSWEC has completed the survey (during 2nd quarter 2004) to ascertain how both initial and ongoing training is being provided in California. The results of the survey will assist CDSS in the development of measurable training objectives that will provide the basis for determining how training is provided in the counties. <input checked="" type="checkbox"/> The results of the county welfare managers and |

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| | | <p>supervisors survey conducted by CalSWEC was released in the final report dated 11/23/04. Utilizing results from this survey, members of STEC's sub-committee, Common Core Content Development Workgroup, developed competencies and learning objectives for the new supervisory core curriculum. The curriculum will be written during the first quarter of 2005 and should be ready to pilot by June 2005. Additionally, a report dated 11/9/04, prepared by CalSWEC, provides an executive summary and recommendations for ongoing training requirements for child welfare workers and supervisors. CalSWEC reports can be accessed at http://calswec.berkeley.edu/CalSWEC/STEC.html.</p> |
| <p>Develop a common core curriculum for supervisors</p> | <p>03/05</p> | <p>Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The data-gathering process is completed for the supervisors study. CalSWEC has completed preliminary data analysis, and the results were disseminated at the September STEC meeting in the form of an Executive Summary report. STEC is developing supervisor competencies based on the findings from the supervisor study. <input checked="" type="checkbox"/> Completed. An Executive Summary and Recommendations on Common Core Training Requirements, prepared by the Statewide Training and Education Committee, was released in a report dated December 10, 2004. Competencies and learning objectives for supervisors have been developed by the Common Core Content Development Workgroup and are in the process of final revision. The outline and curriculum will be written during the first quarter of 2005. |

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| | | <p>The supervisor competencies will be revised and finalized (03/05) Completed. The new core curriculum for supervisors has been prepared and will be piloted on May 23rd and 24th and on June 2nd and 3rd.</p> <p>CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that reflects the supervisory competencies. (03/05) Completed. The new core curriculum for supervisors has been prepared and will be piloted on May 23rd and 24th and on June 2nd and 3rd.</p> <p>CDSS will recommend to counties via ACIN that all new child welfare supervisors must be trained to the new common core curriculum, in the interim pending adoption of regulations. (03/05) Completed. ACIN #1-85-04 was completed in December 2004 and provides updated information related to the implementation of the State's PIP related training goals. The Notice of Anticipated Regulatory Action has been prepared, reviewed by CDSS legal division and is pending approval by the Deputy Director and the Office of Regulations. The proposed regulations address training requirements for new child welfare staff and supervisors and ongoing training for all staff.</p> |
| Monitor the implementation of supervisor training to the common core curriculum | 06/05 | <p>CDSS will report quarterly on completion of tasks and number of supervisors trained. (12/04, 03/05, 06/05) ACIN #1-85-04 was completed in December 2004 and should be online shortly. It provides updated information related to the implementation of the State's PIP related training goals. It also references the "New Initiatives Training" which has been provided to over 89% of child welfare and probation supervisors since 12/03. Update: The new core curriculum for supervisors has been prepared and will be piloted on May 23rd and 24th and June 2nd</p> |

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| <p>Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign</p> | <p>06/05</p> | <p>and June 3rd.</p> <p>CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training on the new initiatives for supervisors began in December 2003, and continues to be provided throughout the state. As reported in the previous quarterly report, the curriculum for supervisors has been developed and piloted in the southern part of the state. An All County Letter informing county welfare and county probation departments of the supervisors' training requirement was released on October 20, 2003 (ACIN Number I-66-03). <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training objectives from the new initiatives training that were designed for the supervisor as a mentor were included in the training. <input checked="" type="checkbox"/> In order to provide a more in-depth training on the role of supervisor as mentor, CalSWEC, Northern Regional Training academy and the Central Regional Training academy are evaluating mentorship programs within their regions. The purpose is to inform supervisory training as to the more effective elements of these programs, so that the elements of mentoring might be taught to supervisors statewide. As part of this evaluation process, Merced, Fresno and Tulare counties are piloting this mentoring |

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| | | <p>effort.</p> <p>CDSS will issue an ACIN to the counties that recommends that all supervisors receive the training in new initiatives and practice changes; pending completion of the supervisor core curriculum (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. ACIN #1-85-04 was completed in December 2004 and should be online shortly. It provides updated information related to the implementation of the State's PIP related training goals. Additionally, CDSS, through CalSWEC, continues working on developing the evaluation tools and test bank items for the core curriculum. <p>CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In the first quarter of 2004, the Regional Training Academies provided new initiatives training to a total of 187 supervisors in the northern counties, and Los Angeles County provided training to a total of 706 participants. San Diego County provided the new initiatives training for 140 supervisors and managers so far. This is a total of 1,033 supervisors and managers to date that have received training on the new initiatives for supervisors. <input checked="" type="checkbox"/> In addition, as reported in Item 31, training was also provided statewide to supervisors on the new Outcomes and Accountability System; specifically on the County Self Assessment Process, the County Self Improvement Plan and the Peer Quality Review. <input checked="" type="checkbox"/> Los Angeles County provided training to 100 participants in Concurrent Planning for Management, to 96 participants in Fairness and Equity for management staff, and to 11 participants in Strength-Based Family Centered Practice for Management. |

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| | | <ul style="list-style-type: none"> ☑ As of September 1, 2004, 86% of the child welfare supervisors statewide have received the new initiatives training. ☑ New initiatives training was provided to 110 additional child welfare supervisors this quarter throughout the State. The training has been provided to over 89% of child welfare and probation supervisors since 12/03. While the new initiatives training is still available, the new core curriculum for supervisors is scheduled to be piloted before June 30, 2005. ☑ Update: the new core curriculum for supervisors has been prepared and will be piloted on May 23rd and 24th and on June 2nd and 3rd. |
| Develop and implement a common core curriculum for line staff | 06/05 | <p>In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)</p> <ul style="list-style-type: none"> ☑ CDSS continues to work with the Statewide Training and Education Committee (STEC) to develop requirements and competencies for child welfare workers and supervisors. The STEC met on July 19 and September 20, 2004, to discuss the common core curriculum, ongoing training requirements, and supervisor core topics and activities. ☑ CalSWEC published the survey results in the “California Baseline Assessment of Child Welfare Training” final report, dated November 5, 2004. The STEC and its sub-committees continued work on the learning objectives for each of the “Big 5” core curriculum areas. A “6th” core curriculum area was added that provides a foundation/framework for Child Welfare practice and approved learning objectives were also completed. The |

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| | | <p>outlines and curriculum for each of the six core areas are in the process of being drafted. The Notice of Anticipated Regulatory Action regarding training was drafted and is being reviewed by CDSS legal division.</p> <p><input checked="" type="checkbox"/> See Systemic Factor 4, Item 32 for update.</p> <p>The curriculum will be field tested and revised (03/05)</p> <p><input checked="" type="checkbox"/> See Systemic Factor 4, Item 32</p> <p>CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units. (06/05) No report due this quarter.</p> <p>CDSS will develop regulations to implement the new requirement that all new line workers and supervisors must complete the common core curriculum. (Due to the length of the regulation development process, this item will be completed post-PIP; however, CDSS will report progress each quarter beginning 12/04)</p> <p>The Notice of Anticipated Regulatory Action was drafted and is being reviewed by CDSS legal division. The proposed regulations address training requirements for new child welfare staff and supervisors and ongoing training for all staff. Update: The Notice of Anticipated Regulatory Action has been reviewed by CDSS legal division and is pending review by the Deputy Director and the Office of Regulations.</p> <p>CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See tasks above.</p> |

Action Step #8: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement all family members in case planning. **(Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20; Well-Being**

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| Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) | | |
| Develop training materials and curriculum | 12/03 | <p>The “New Initiatives” training materials for child welfare and probation supervisors will include exposure to the principles of good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</p> <ul style="list-style-type: none"> ☑ Completed. Training is being provided to supervisors beginning December 2003, as part of the new initiatives training. The training continued to be offered this quarter. The Resource Center for Family Focused Practice offered new initiatives training, Probation Accountability: Moving from Compliance to Outcomes. 139 probation supervisors and managers were trained. ☑ The County Probation Officers of California (CPOC) have developed a case planning training that is being reviewed by CDSS. A Probation Advisory Committee was convened to discuss training content and delivery strategies to ensure the training is relevant to probation officers. ☑ In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this training. In Family Group Decision Making, 37 probation officers were trained. ☑ The Resource Center for Family-Focused Practice delivered 6 regional trainings to over 200 probation staff from 34 counties on Assessment and Intervention with Adolescent Sex Offenders. |
| Deliver training to all new and existing child | 06/05 | Training starts for new supervisors and existing supervisors beginning |

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| welfare and probation supervisors | | (12/04) <input checked="" type="checkbox"/> See tasks above, and also Item 32. Training will be provided to existing supervisors to familiarize them with the line staff common core curriculum in order to assist with transfer of learning. (06/05) No report due this quarter |
| CDSS will monitor implementation of this training | 06/05 | CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this training. In Family Group Decision Making, 37 probation officers were trained; in Division 31, Title IV-E, 311 probation officers and supervisors were trained; and in Probation Accountability: Moving from Compliance to Outcomes, 139 probation supervisors and managers were trained. <input checked="" type="checkbox"/> The Resource Center for Family-Focused Practice delivered 6 regional trainings to over 200 probation staff from 34 counties on Assessment and Intervention with Adolescent Sex Offenders. |
| Action Step #9: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) | | |
| Curriculum for the training has been developed and is being tested by Sonoma | 08/03 | Pilot Training session to 30 CDSS staff (05/03) <input checked="" type="checkbox"/> Completed 5/03. |

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| <p>State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.</p> | | <p>Pilot Training session to 1 County hosted by a tribe for 30 people.(06/03) <input checked="" type="checkbox"/> Completed 6/03.</p> <p>Pilot Training sessions at annual ICWA Conference for 20 people (07/03) <input checked="" type="checkbox"/> Completed 7/03.</p> <p>In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03) <input checked="" type="checkbox"/> Completed 8/03.</p> |
| <p>The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.</p> | <p>06/04</p> | <p>Regional training centers develop curricula for ICWA training (01/04) <input checked="" type="checkbox"/> Completed. The CDSS, with the assistance of the ICWA Subcommittee and Sonoma State University, completed development of the ICWA training curriculum. The curriculum focuses on the historical basis and purpose of ICWA, the essential elements of compliance with the Act, and the role of tribes and tribal representatives in child custody proceedings. A <u>Handbook on ICWA</u>, which includes sources of information and support to aid in the implementation of ICWA, was developed as a resource guide and is provided to all training participants.</p> <p>Deliver five ICWA regional training sessions beginning 01/04. (06/04) <input checked="" type="checkbox"/> Completed. Five ICWA trainings were conducted statewide. Each was hosted by a local tribe or tribal organization. On January 30, 2004, a training session was held at the National Indian Justice Center (Sonoma County). On February 26, 2004, a second training session was held at the Picayune Rancheria of Chukchansi Indians (Madera</p> |

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| | | County). A third session was held on March 30, 2004 at the Yurok Tribe (Siskiyou County). A fourth session was held on April 14, 2004 at the United American Indian Involvement, Inc. (Los Angeles County), and the final session was held at the Santa Ynez Band of Mission Indians (Santa Barbara County), on April 15, 2004. |
| CDSS will monitor completion of regional training | 06/04 | CDSS will track numbers trained at regional training sessions and review completed training assessments (06/04). <input checked="" type="checkbox"/> Completed. More than 250 county child welfare and probation staff, juvenile court judges and referees, county counsels, and tribal representatives attended the training. Very positive evaluations of the training have been provided by the training participants. |
| Action Step #10: The CDSS will work with counties to recommend practices that integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment (Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44) | | |
| Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed | 06/03 | The concept of “fairness and equity” is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning). <input checked="" type="checkbox"/> Completed 5/02. The fairness and equity matrix was part of county operational development meetings held in October and November, 2003. |
| Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment | 06/05 | Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05) <input checked="" type="checkbox"/> Completed. Technical assistance has been provided by a number of national experts on fairness and equity issues. |

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| | | <ul style="list-style-type: none"> <li data-bbox="1087 380 1906 581">☑ As part of the Child Welfare Services Improvement Program, technical assistance continues to be provided to counties on the issue of fairness and equity. The 11 early implementing counties submitted county plans on January 9, 2004, which are operational plans for an integrated continuum of services and supports. <li data-bbox="1087 581 1906 818">☑ Counties are also working on a complete asset map of current services and supports to identify “pockets” for better distribution of services. Where gaps exist, develop a community network capacity building plan. These will identify and prioritize involvement of partners who will effectively share responsibility for child welfare outcomes to better assure equitable treatment. <li data-bbox="1087 818 1906 1089">☑ Counties are working on the development of an operational plan for a new intake structure which will utilize screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide approach to assessment of safety, risk and protective capacity, resulting in a reduction in disproportionate out-of-home placements. <li data-bbox="1087 1089 1906 1230">☑ The Fairness and Equity Matrix is being incorporated into protocols for counties to utilize when determining if fair and equitable practice is being applied at each decision point. (Matrix submitted in a prior quarterly report) <li data-bbox="1087 1230 1906 1466">☑ Through Region IX, CDSS requested technical assistance from NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare. The website address to access the baseline racial and ethnic data for all children in the CWS program by age and decision point (as reflected on the decision matrix) is |

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| | | <p>http://cssr.berkeley.edu</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Update: In November 2004, CDSS co-sponsored a two-day Leadership Symposium on Fairness and Equity. <input checked="" type="checkbox"/> Update: On April 4 & 5 a two-day Leadership Symposium on Fairness and Equity was held in Berkeley. |
| <p>Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided</p> | <p>02/04</p> | <p>County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. County specific data was released to the counties during this quarter. <p>With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In progress. The CalSWEC RTA Coordination Project, in collaboration with the Regional Training Academies (RTAs), the Inter-University Consortium (IUC), and the Los Angeles Department of Family and Children’s Services (LA DCFS) will focus efforts in both the social work education system and the child welfare in-service training system on effectively addressing these vital issues. <input checked="" type="checkbox"/> The second annual Symposium on Fairness & Equity Issues in Child Welfare Training, sponsored by the California Social Work Education Center in conjunction with the Regional Training Academies, and the California Department of Social Services was held on April 27–28, 2004, at University of California, Berkeley. There were 62 attendees, and the following topics were discussed: Ethnicity and the Path Through California’s Child Welfare System, Ethnic and Cultural Issues in Child Welfare, How to Measure and Impact Outcomes, Practice What You Preach—Cultural Competency Assessment and Response, |

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| | | <p>and Developing Cultural Competence Through Training, Assessment, Analysis, and Implementation.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The UCLA Center for Child Welfare sponsored training for 96 Los Angeles County DCFS managers entitled "Moving from Disproportionality to Fairness and Equity in Public Child Welfare". The main presenter was Professor Ruth McRoy from the University Texas School of Social Work in Austin. <input checked="" type="checkbox"/> San Francisco State University and San Jose State University worked with their Title IV-E students to determine their current knowledge of fairness and equity and how it affects youth permanency. Focus groups were used to identify issues and concerns as well as increase their knowledge and skills related to the topic. The Bay Area Academy also wrote a summary of a Cultural Competency Assessment and training in Contra Costa County that will be a springboard for fairness and equity training in other counties. <input checked="" type="checkbox"/> Regional Fairness and Equity Forums: CalSWEC has proposals from the Central RTA and the Southern RTA. These Regional Forums are anticipated soon. <input checked="" type="checkbox"/> In November 2004, CDSS co-sponsored a two-day Leadership Symposium on Fairness and Equity in California's Child Welfare system with CalSWEC, CWDA and the Child and Family Institute of California. Approximately 116 people from various counties attended the symposium. <input checked="" type="checkbox"/> Update: On April 4 & 5 a two-day Leadership Symposium on Fairness and Equity was held in Berkeley. <p>Strategies for ensuring fairness and equity into key decision points will</p> |

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| | | <p>be recommended in an ACIN to be released in October 2004. The content will be based on the Fairness and Equity Matrix developed by the CWS Stakeholders Group and Redesign and will include the elements of the National Resource Center on Permanency Planning Report to California (received 8/04) and the June 2003 U.C. Berkeley Symposium on Fairness and Equity (publication release date of Fall 2004) (10/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. ACIN I-75-04 has been approved by the Department and has been distributed. <p>Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and made available for training county social workers. (02/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fairness and equity training has been incorporated into the core curriculum, and has been incorporated into the CDSS Child Welfare Services Improvement Program website. |
| CDSS will monitor statewide implementation | 06/05 | <p>CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is continuing to receive information as to the number of county staff trained. <input checked="" type="checkbox"/> Counties will utilize the data received during this quarter and analyze it. It will be included in the county Self Assessments, which were due June 30, 2004. The data will also be addressed in the counties' Self Improvement Plans, which were due September 30, 2004. <input checked="" type="checkbox"/> CDSS has reviewed the county SIPs. In reviewing 14 of the SIPs more in-depth, 9 have recruitment strategies to recruit resource families that reflect the make-up of children in care. Counties are addressing fairness and equity in a variety of ways. For example, San Francisco County completed the Disproportionality Project in November 2004. |

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| | | <p>This report was completed in association with the Stuart and Annie E. Casey Foundations, was submitted to the Board of Supervisors in December 2004, and has been released to the public. San Joaquin County has developed a program, funded from the sale of special license plates, aimed at reducing the disproportionately high number of African American children removed from their homes by Child Protective Services. The plan calls for hiring volunteers to respond and intervene on behalf of abused or neglected children before the county agency is forced to take action. The license-plate program, known as the California Kids' Plates Program, is a vehicle license-plate fund that grants dollars to childhood injury prevention, child-care safety and child abuse prevention programs and is funded through CDSS.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is continuing to receive information as to the number of county staff trained. Counties are moving forward on strategies for ensuring fairness and equity in the child welfare system. <p>CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Counties will utilize the data received, which is to be analyzed, and included in the county Self Assessments and Self Improvement Plans. <input checked="" type="checkbox"/> CDSS continues to track data on a quarterly on a county-by-county basis as well as statewide. <p>CDSS will develop a process to determine the effectiveness of the</p> |

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| | | operating procedures and determine if there are components that should be regulated. (06/05) No report due this quarter |
| Program Contacts - Action steps 1-9: Pat Aguiar; Action Step 10: Susan Nisenbaum | | |

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Permanency Outcome 1, Item 10

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| <p>Improvement Goal: We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points to 36.9% by June 30, 2005.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..</p> | <p>AFCARS/NCANDS Semi-Annual Measures: This item is not applicable, as there is no measurement for this item.</p> | <p>C-CFSR Quarterly Data: March 2004: 38.6% (from 3rd qtr 2003) June 2004: 41.7% (from 4th qtr 2003) Sept 2004: 45.5% (from 1st qtr 2004) Dec 2004: 41.2% (from 2nd qtr 2004) March 2005: 40.7% (from 3rd qtr 2004) June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps</p> | <p>Date Improvement Goal Achieved: Date all Action Steps completed:</p> | |

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| Permanency Outcome 1, Item 10 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross-reference: Item 2A, Action Step 1, Item 2B, Action Step 5; Items 3 & 4, Action Step 1; Item 5, Action Step 1; Item 6, Action Step 1; Item 7, Action Step 1; Item 14, Action Step 1; Item 17, Action Step 1; Item 18, Action Step 2; Item 28, Action Step 2; Item 44, Action Step 1)</p> <p>Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference: Permanency Outcome 1, Items 7, 8, 9)</p> <p>Status reported in Permanency Outcome 1, Item 7</p> | | |
| <p>Action Step #2: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p> | | |
| <p>Program Contacts - Action step 1: Wes Beers; Action Step 2: Pat Aguiar</p> | | |

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Permanency Outcome 2, Item 14

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| Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005. | June 30, 2005 |
| Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2 | Survey results data: May 2004 (baseline): 89.3% (Note: the baseline percentage reported last quarter – 89.9 was incorrect) Dec 2004: 90.5% (1.2 percentage point increase) Dec 2005: |
| Determination of Goal Achievement: The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Permanency Outcome 2, Item 14 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross reference: Item 2A, Action Step 1; to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)</p> <p>Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross-reference: Systemic Factor 2, Item 25)</p> | | |
| Action Step #2: The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into the training curricula. | | |
| Convene a workgroup of State, regional training academy and tribal staff to make recommendations on ways that tribal voice | 12/04 | CDSS will convene the workgroup to identify issues and develop recommendations. (12/04) |

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| and involvement can be integrated into training curricula. | | <input checked="" type="checkbox"/> Complete. On November 30, CDSS convened a workgroup comprised of tribal representatives, and staff from the regional training academies and probation to discuss the training curriculum and offer recommendations. In addition, the ICWA workgroup met on December 10 and discussed the probation training as well as child welfare worker training. |
| Implement recommendations | 06/05 | CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05) No report due this quarter. Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05). No report due this quarter. |
| Action Step #3: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9 | | |
| Action Step #4: The CDSS will review licensing regulations, policies and procedures regarding family visitation and contact in foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals | | |
| The CDSS will conduct a review of existing licensing regulations, policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals | 12/04 | CDSS will review current foster family agency and group home licensing policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (12/04) <input checked="" type="checkbox"/> CDSS has completed a regulation review and will be proposing a regulation change to strengthen family involvement when children are in group home and foster family agency care. |

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| The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections | 12/04 | <p>CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS has drafted an ACIN regarding family connections for children in group homes and foster family agencies, to all county CWS, probation officers, and providers, which will be released shortly. It will also announce a regulation change that is coming in the future. <input checked="" type="checkbox"/> ACIN I-05-05 was sent to all licensed Group Home and Foster Family Agencies. |
| The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections | 01/05 | <p>CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05)</p> <p>Completed. ACIN I-05-05 was sent to all licensed Group Home and Foster Family Agencies and a courtesy copy prior to release of the ACIN was sent to the California Alliance of Child and Family Services. This organization was involved in the review of the final document as they are the primary organization that represents the group home and foster family agency interests in our State. They were also informed that regulations were being developed and they would be involved in that process.</p> |
| CDSS will monitor changes in facility policies and provide technical assistance | 06/05 | <p>CDSS will track changes in policies through the Group Home/ FFA licensing review process, beginning 03/05. (06/05)</p> <p>Regulations to effect changes have been drafted and submitted to the Department's Office of Regulations. Public comment process will begin shortly.</p> <p>CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05).</p> <p>ACIN I-05-05 was sent to all licensed Group Home and Foster</p> |

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| | | <p>Family Agencies and a courtesy copy prior to release of the ACIN was sent to the California Alliance of Child and Family Services. This organization was involved in the review of the final document since they are the primary organization that represents the group home and foster family agency interests in our State. They were also informed that regulations were being developed and they would be involved in that process (provide input). Technical assistance is also being provided to group home and foster family agencies by phone and e-mail as questions arise.</p> |
| <p>CDSS will submit regulations requiring family engagement in facility program statements to the Office of Regulation Development.</p> | <p>06/05</p> | <p>CDSS will develop draft regulations for program statements in the area of family engagement and community connections (06/05) Completed. Regulations to effect changes have been developed and submitted to the Department's Office of Regulations. Public comment process will begin soon.</p> |
| <p>Action Step #5: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p> | | |
| <p>Field-tested survey is implemented</p> | <p>7/15/2003</p> | <p>Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03)</p> <p><input checked="" type="checkbox"/> Completed. Surveys were developed. Final approval received from Region IX on 7/25/03</p> <p>Finalize agreement with interviewing service (6/03)</p> <p><input checked="" type="checkbox"/> Completed. Contract with California State University, San Marcos Foundation, Social and Behavioral Research Institute (SBRI) was finalized 7/03, for the period of 7/1/03 to 6/30/05.</p> <p>CDSS will complete draft questionnaire for use in telephone survey (6/03)</p> <p><input checked="" type="checkbox"/> Completed. Draft questionnaire was completed 7/03.</p> |

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|---|----------------------------------|---|
| | | <p>CDSS will provide listing of sample telephone numbers to interview service (7/03) <input checked="" type="checkbox"/> Completed. File was provided to SBRI on 8/03.</p> <p>Interview Service will field test the questionnaire and work with CDSS to revise as needed (9/03) <input checked="" type="checkbox"/> Completed. Field testing was carried out 8/27/03 to 9/5/03. Questionnaire was updated 9/12/03</p> |
| <p>Action Step # 6: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p> | | |
| <p>Baseline results and related documentation are submitted to Region IX</p> | <p>05/04</p> | <p>Interview service will start the interviewing (9/03) <input checked="" type="checkbox"/> Completed. SBRI began interviews of participants on 9/18/03.</p> <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (3/04) <input checked="" type="checkbox"/> Completed submittal of data file. SBRI began interviews of participants September 2003, and the target is 3,300 interviews. They had difficulty locating birth families in the Family Reunification component, which delayed the completion of the process. Further, the wildfires in Southern California in late October also caused delays. They continued to contact potential interviewees to reach their goal, which was completed on 3/22/04.</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (03/04) <input checked="" type="checkbox"/> Completed. As the interviews of participants had not been completed, the data analysis has been delayed. However, the analysis has now been completed.</p> |

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| Permanency Outcome 2, Item 14 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|----------------------------------|--|
| | | <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As the interviews of participants had not been completed, the draft baseline report was delayed. However, it has now been completed. <p>Draft report is reviewed and revised as needed (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. <p>Baseline report is submitted to Region IX (05/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. |
| <p>Action Step #7: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p> | | |
| Mid-PIP (Year 1) results and related documentation are submitted to Region IX. | 01/05 | <p>Interview service will start the interviewing (08/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See action step #6, above. As these interviews had been delayed, the baseline results have been delayed. The next surveys can be launched shortly. <input checked="" type="checkbox"/> Completed. We selected cases open as of June 30, 2004, and began interviews prior to our planned start date of August 27, 2004. <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Interviews have been completed and the data file was submitted by interview service to CDSS for interviews conducted between July 2004 and November 2004. File submitted in December 2004. <p style="background-color: yellow;">RADD staff analyze data to produce outcome measures, as defined in PIP (01/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. |

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| Permanency Outcome 2, Item 14 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|----------------------------------|--|
| | | <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (01/05) <input checked="" type="checkbox"/> Completed.</p> <p>Draft report is reviewed and revised as needed (01/05) <input checked="" type="checkbox"/> Completed.</p> <p>Baseline report is submitted to Region IX (01/05) <input checked="" type="checkbox"/> Completed. (Report submitted previously.)</p> |
| <p>Action Step #8: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p> | | |
| Final (Year 2) results and related documentation are submitted to Region IX | 12/05 | <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (10/05) No report due this quarter.</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (11/05) No report due this quarter.</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (12/05) No report due this quarter. Draft report is reviewed and revised as needed (12/05) No report due this quarter. Baseline report is submitted to Region IX (12/05) No report due this quarter.</p> |
| <p>Action Step #9: CDSS will study and report on the feasibility of surveying older youth in in-home or in out-of-home placements</p> | | |
| CDSS will study the feasibility of a survey of older youth | 07/03 | CDSS will discuss with the CYC strategies for conducting this survey. (06/03) |

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| Permanency Outcome 2, Item 14 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|--|
| | | <input checked="" type="checkbox"/> See tasks below. CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth. (06/03) <input checked="" type="checkbox"/> Status here CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03). <input checked="" type="checkbox"/> See below. |
| CDSS will include in the next quarterly report the results of our exploration into interviewing older youth | 09/03 | CDSS will provide written results of the conversations with and analyses from those identified above (09/03). <input checked="" type="checkbox"/> In the course of analyzing the inclusion of youth in the survey, as part of this item, significant unresolved confidentiality issues surfaced, that made it clear that we would not be able to accomplish the inclusion of youth within the timeframe of the PIP. |
| Program Contacts - Action step 1: Wes Beers; Action Steps 2 & 3: Susan Nisenbaum; Action Step 4: Pat Aguiar; Action Steps 5-9: Tom Graham | | |

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Well-Being Outcome 1, Item 17

| | |
|---|--|
| <p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2</p> | <p>Survey results data:</p> <p>October 2003 (baseline): (1) 55.7% (percentage of children/family assessed) (2) 66.4% (percentage of children/family received services) Dec 2004 (Year 1): (1) 60.0% (percentage of children/family assessed) (2) 67.6% (percentage of children/family received services) Dec 2005: (1) (2)</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.</p> | <p>Date Improvement Goal Achieved: For Measurement #1: 1/11/05</p> <p>Date all Action Steps completed:</p> |

| <p>Well-Being Outcome 1, Item 17 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
|---|---|---|
| | | <p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross reference: Item 2A, Action Step 1; to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)</p> <p>Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross-reference: Systemic Factor 2, Item 25)</p> |

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| Well-Being Outcome 1, Item 17 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|---|
| <p>Action Step # 2: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #3: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)</p> | | |
| <p>Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)</p> | <p>04/03</p> | <p>CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed 4/03. CDSS completed fiscal analysis as part of May Revise to the Governor’s Budget (05/03). Completed 5/03.</p> |
| <p>Submit legislative proposal</p> | <p>05/03</p> | <p>CDSS included language in budget trailer bill (05/03) <input checked="" type="checkbox"/> Completed 5/03. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. <input checked="" type="checkbox"/> The legislative proposal was resubmitted to the Legislature, and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004. <input checked="" type="checkbox"/> Assembly Bill 2795 (Wolk) was signed by the Governor, and was chaptered on August 30, 2004. It became effective on January 1, 2005.</p> |
| <p>If legislation passes, implement statewide through ACLs and regulation processes, as</p> | <p>09/03 (assumes 07/1/03)</p> | <p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and</p> |

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| Well-Being Outcome 1, Item 17 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| needed. | passage) | <p>CWS/CMS changes (07/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The legislation has recently passed, and the final identification of implementation and other issues will be completed. <p>CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As legislation has recently passed, an ACL will be drafted. <input checked="" type="checkbox"/> An ACL has been drafted but is temporarily on hold pending further information relating to IV-E case plan requirements. <input checked="" type="checkbox"/> The portion of the bill that addresses the issue of family maintenance services will be implemented effective 1/1/05. Any necessary changes to Division 31 regulations on this issue will be incorporated into the regulation changes needed for the case plan extension. <input checked="" type="checkbox"/> Update: ACL 05-07 has been completed, and is completing the sign off process. It should be released shortly. <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As the legislation has recently passed, discussions regarding modifications to CWS/CMS have begun. <input checked="" type="checkbox"/> Some changes may need to be made to CWS/CMS to implement the case plan portion of AB 2795. Discussions are currently underway regarding the ability to issue a CWS/CMS bulletin advising counties when the system can |

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|---|--|--|
| | | <p>accommodate the change. This issue will soon be discussed with the counties.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As a result, discussions are currently underway regarding the ability to issue a CWS/CMS bulletin advising counties about the change. This issue will soon be discussed with the counties. <p>CDSS will begin regulation change process (09/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As the legislation has recently passed, regulation changes may be initiated after the issuance of an ACL. <input checked="" type="checkbox"/> CDSS will be seeking approval to promulgate regulations on an emergency basis. |
| CDSS will incorporate into training program | 12/03 | <p>CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As legislation has recently passed, training and curricula needs will be identified, developed and implemented as needed. |
| CDSS will monitor implementation | 06/05 | <p>CDSS will track the training of county staff and will review county procedures to ensure they're updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As the legislation has recently passed and training needs are not yet identified, training does not need to be tracked at this time. |
| <p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #5: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties</p> | | |

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|--|--|--|
| | | <p>on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9</p> |
| | | <p>Action Step #6: The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2a</p> |
| | | <p>Action Step #7: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #8: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #9: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #10: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> |

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| Well-Being Outcome 1, Item 17 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--------------|
| Status reported in Permanency Outcome 2, Item 14 | | |
| Program Contacts - Action step 1: Wes Beers; Action step 2, 4, 5, & 6: Susan Nisenbaum; Action Step 3: Pat Aguiar; Action Steps 7-10: Tom Graham | | |

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Well-Being Outcome 1, Item 18

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|--|---|
| <p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p> | <p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 90.9% (% of cases in which case plan was discussed)</p> <p>2) a) 89.68% (% of cases discussed w/ interviewee)</p> <p>2) b) 50.7% (% of cases discussed w/ interviewee & child)</p> <p>Dec 2004: (Year 1)</p> <p>1) 93.4%</p> <p>2) a) 91.9%</p> <p>2) b) 51.0%</p> <p>Dec 2005:</p> <p>1)</p> <p>2) a)</p> <p>2) b)</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.</p> | <p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p> |

| <p>Well-Being Outcome 1, Item 18 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
|---|---|---------------------|
| <p>Action Step 1: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Systemic Factor 2, Item 25)</p> | | |

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| Well-Being Outcome 1, Item 18 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|---|
| Promising Practices of high performing counties will be identified and documented | 09/03 | Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (09/03). <input checked="" type="checkbox"/> Surveys have been completed, and the preliminary analysis of the survey data completed. Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03). <input checked="" type="checkbox"/> Completed. |
| ACIN will be issued | 09/03 | CDSS will document the successful practices and issue them as an ACIN to counties. (09/03). <input checked="" type="checkbox"/> Completed. |
| CDSS will monitor to assess improved family engagement | 06/05 | CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05 <input checked="" type="checkbox"/> Surveys have been completed, and the data analyzed to form a baseline. <input checked="" type="checkbox"/> The same methods used in the Baseline Report will be applied to the Mid-PIP report. As the Baseline Report interviews were delayed, the baseline results were delayed. We plan to select cases open as of June 30, 2004, and begin interviews for the next surveys on August 27, 2004. (See Item 14 for more detail.) |
| Changes to the statewide curriculum will be incorporated | 06/05 | CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04) <input checked="" type="checkbox"/> When the county self assessments are analyzed and promising practices are identified, any training on practices not already through current training will be incorporated into the common core curriculum or advanced/specialty training may be designed. |

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| Well-Being Outcome 1, Item 18 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|--|
| <p>Action Step # 2: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross reference: Item 2A, Action Step 1; to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)</p> <p>Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross-reference: Systemic Factor 2, Item 25)</p> | | |
| <p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #4: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 & 18; Systemic Factor 2, Item 25) Status reported in Well-Being Outcome 1, Item 17</p> | | |
| <p>Action Step #5: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Systemic Factor 2, Item 25)</p> | | |
| <p>The CDSS will confer with CYC, the CWDA and the CPOC to implement policies and procedures to integrate youth voice into case planning.</p> | <p>06/05</p> | <p>Building on strategies developed as part of the Stakeholders workgroup process, CDSS will implement policies and procedures to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process.</p> <p><input checked="" type="checkbox"/> Assembly Bill 2795 has been passed and signed into law (see Well Being Outcome 1, Item 17, Action Step #3). This was a CDSS sponsored legislative proposal that increased the amount of time allowed to prepare a case plan from 30</p> |

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| Well-Being Outcome 1, Item 18 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| | | <p>to 60 days. As part of the implementation of the provisions of the legislation, CYC, CPOC and CWDA will work with CDSS to develop specific strategies to be incorporated into regulations to ensure that youth voice is included into the case planning process.</p> <ul style="list-style-type: none"> <li data-bbox="1087 548 1919 878">☑ The Permanency and Transition Work Group has continued meeting, and attendees include eleven representatives from counties designated as early implementers for the Child Welfare System Improvement, and representatives of CDSS. The work group met to define deliverables and to develop an implementation plan for the permanency related Child Welfare Services System Improvement efforts, which are Team Decision Making (TDM), Family Engagement, and Youth Involvement. The work group divided into three subcommittees to work on each of the three areas. <li data-bbox="1087 889 1919 1382">☑ The Permanency and Transition Work Group met on October 7 and December 1, 2004. The workgroup met to define deliverables and to develop an implementation plan for the permanency related Child Welfare Services System Improvement efforts for the 11 pilot counties during State fiscal year 2004-05. These efforts include Team Decision Making (TDM), Family Engagement and Youth Involvement. These efforts are intended to strengthen and ensure the success of the case plan, which will reduce re-entries in out-of-home care. Initial draft protocols have been developed for implementation of each effort to be in place in a targeted area in each of the 11 pilot counties during this fiscal year. The protocols are being further developed to identify implementation strategies and needed resources. <li data-bbox="1087 1393 1919 1459">☑ Update: The Permanency and Transition Work Group met on January 11, February 15 and March 8, 2005. |

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| Well-Being Outcome 1, Item 18 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|---|
| | | <p>Subcommittees met between the full workgroup meetings to further refine the work on each deliverable. The protocols for Team Decision Making, Family Participation in Case Planning and Increased Youth Inclusion in Case Planning were finalized in draft form for circulation (see enclosed document) to the CWDA Children’s Committee, the California Youth Connection, Foundations and Department staff. The Southern region took responsibility for developing the Youth Inclusion draft protocol with the direct participation of foster youth on the subcommittee. All of the pilot counties are testing the use of each protocol in a targeted area or client population. The final protocols will be completed at the April meeting.</p> |
| <p>CDSS will implement the policies and procedures statewide through ACL/ACINs and/or regulation processes, as needed.</p> | <p>06/05</p> | <p>CDSS will implement the policies and procedures statewide through an ACL/ACIN and/or through regulations, as needed. No report due this quarter</p> |
| <p>Training curriculum will be updated</p> | <p>06/05</p> | <p>CDSS will include youth and family engagement in case planning practices in the statewide common core curriculum. No report due this quarter</p> |
| <p>CDSS will monitor involvement of youth</p> | <p>06/05</p> | <p>CDSS will track and document implementation of youth involvement through surveys. Surveys will be conducted as described in Permanency Outcome 2, Item 14. No report due this quarter</p> |
| <p>Action Step #6: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> | | |

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| Well-Being Outcome 1, Item 18 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|---|
| | | <p>Action Step #7: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #8: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #9: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| <p>Program Contacts - Action steps 1, 2, & 5: Pat Aguiar; Action steps 3 & 4: Susan Nisenbaum; Action steps 6-9: Tom Graham</p> | | |

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Well-Being Outcome 1, Item 20

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| <p>Improvement Goal: 1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005. (2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005. (3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p> | <p>Overall Performance Data: not due this quarter.</p> <p>(1)</p> <p>(2)</p> <p>(3)</p> |
| <p>Frequency of Measurement: Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p> | <p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 85.2% (compliance by workers w/ planned visit schedule)</p> <p>2) 70.8% (% of parents assisted by social worker visits-meet case plan goals)</p> <p>3) 66.6% (% of parents assisted by social worker visits-safely parent the child in-home)</p> <p>Dec 2004 (Year 1):</p> <p>1) 86.6%</p> <p>2) 77.3%</p> <p>3) 69.8%</p> <p>Dec 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p> |

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| <p>Determination of Goal Achievement: The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p> | <p>Date Improvement Goal Achieved: For Measures 2 & 3: 1/11/05</p> <p>Date all Action Steps completed:</p> |
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| Well-Being Outcome 1, Item 20 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|----------------------------------|-------|
| <p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step # 3: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> | | |

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| Well-Being Outcome 1, Item 20 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|---|
| | | <p>Action Step #4: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #5: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| | | <p>Action Step #6: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p> |
| <p>Program Contacts - Action step 1: Susan Nisenbaum; Action step 2: Wes Beers; Action steps 3-6: Tom Graham</p> | | |

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Well-Being Outcome 2, Item 21

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| <p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p> | <p>Survey results data:</p> <p>October 2003 (baseline): 1) 61.0 % (% of cases educational needs assessed) 2) 71.4 % (% of children who received services)</p> <p>Dec 2004 (Year 1): 1) 63.1% 2) 69.5%</p> <p>Dec 2005: 1) 2)</p> |
| <p>Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.</p> | <p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p> |

| <p>Well-Being Outcome 2, Item 21 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
|---|---|---------------------|
| <p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #2: The CDSS will issue an All County Letter (ACL), which encourages counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan</p> | | |

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| Well-Being Outcome 2, Item 21 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| CDSS will issue ACIN | 12/04 | <p>CDSS will draft an ACIN encouraging counties to ensure any educational needs for (all) children in the home are assessed and documented in the case plan. The ACIN will be reviewed by the Interagency Team (which includes the Department of Education). (12/04)</p> <p><input checked="" type="checkbox"/> Completed. An ACIN was drafted and is going through the sign off process. All County Information Notice I-80-04 was reviewed by the Interagency Team, as well as other staff from the state Department of Education.</p> |

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| Well-Being Outcome 2, Item 21 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|---|
| CDSS will provide technical assistance | 06/05 | <p>CDSS will provide technical assistance to counties in response to inquiries regarding the ACIN (beginning 12/04).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above. As the ACIN is just being released, no request from counties for technical assistance has yet been received. Technical assistance will be provided as requested. <p>CDSS will work with the Regional Training Academies (RTAs) to develop an educational advocacy curriculum for social workers and probation officers. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The educational advocacy curriculum, developed by the Northern California Regional Training Academy, provides practical knowledge and tools for educational advocacy. It is also designed to be used as a resource. The curriculum is in the final development stage and will be tested by the Northern California Regional Training Academy. <p>CDSS will work with the Northern Regional Training Academy to pilot the educational advocacy curriculum (11/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The curriculum was piloted in December 2004. <p>CDSS will, via the Northern Regional Training Academy, conduct training for trainers for other RTAs and county staff development organizations on the educational advocacy curriculum (03/05). Completed.</p> <p>CDSS will make the training available through the current training structure. (03/05) Completed. Classes are now scheduled by the Northern Regional Training Academy.</p> |

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| Well-Being Outcome 2, Item 21 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| <p>CDSS will monitor counties to ensure through reports from the RTAs and counties that use the training as to the number of placing agency staff trained.</p> | <p>06/05</p> | <p>CDSS will track county training records. (06/05). No report due this quarter.</p> <p>CDSS will report quarterly on the number of staff trained. (03/05, 06/05). Classes are just beginning; the number of participants trained will be tracked.</p> |
| <p>Action Step #3: The CDSS, will work through the State Interagency Team, which includes the California Department of Education, to strengthen the working relationships between counties and local school districts, and promote the development and implementation of strategies/policies/protocols to improve educational services to all children known to the CWS system with identified needs in home and in out-of-home care.</p> | | |
| <p>CDSS will, through the Interagency Team, address the issue of improving educational services to children.</p> | <p>12/04</p> | <p>CDSS and the Interagency Team will identify strategies/policies/protocols to improve educational services for children. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The State Interagency Team and the CDSS have begun the process to identify strategies/policies/protocols to improve educational services for children. <input checked="" type="checkbox"/> Update: Task has been completed. |

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| Well-Being Outcome 2, Item 21 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|---|
| <p>CDSS will implement statewide through ACL/ACINs and regulation processes as needed</p> | <p>06/05</p> | <p>CDSS will develop and issue an ACIN to support development of protocols at the local level. ACIN will contain strategies/policies/protocols to improve educational services for children. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The ACIN, I-10-05, was developed and has completed the CDSS sign off process. The California Department of Education (DOE) requested it be issued as a joint letter with DOE and CDSS, which is in process. It should be released shortly. <p>CDSS will begin drafting regulatory language and the development of the regulation package. The ACIN described in Action Step #2 will be considered by the Interagency Team (including the Department of Education) in the development of the regulations. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above. The ACIN will be considered in the development of the regulations. <p>CDSS will submit a regulations package to the office of Regulations Development. (06/05) No report due this quarter</p> <p>CDSS will provide T/TA to counties as they begin the implementation of strategies/policies/protocols to improve educational services for children. (01/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As counties request assistance in implementing strategies from their SIPs (e.g. addressing specific service gaps, including educational services), CDSS is providing technical assistance. CDSS is also working through the State Interagency Team with DOE on statewide educational issues identified by counties. Finally, CDSS, along with the Northern Regional Training Academy, has developed an educational advocacy curriculum for county staff which is now available. |

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| Well-Being Outcome 2, Item 21 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|---|
| CDSS will report on tasks completed and seek feedback from the Interagency Team as to progress being made in this area. | 06/05 | CDSS will report quarterly on the tasks completed. (12/04, 03/05, 06/05) See above tasks. |
| <p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Program Contacts - Action steps 1, 2 & 3: Susan Nisenbaum; Action step 4, 5, 6, & 7: Tom Graham</p> | | |

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Well-Being Outcome 3, Item 23

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|---|--|
| <p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p> | <p>Survey results data:</p> <p>October 2003 (baseline): 1) 43.7% (% of cases w/ mental health needs assessed) 2) 55.2% (% of children w/ needs who received services)</p> <p>Dec 2004 (Year 1): 1) 44.8% 2) 56.5%</p> <p>Dec 2005: 1) 2)</p> |
| <p>Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.</p> | <p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p> |

| <p>Well-Being Outcome 3, Item 23 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
|--|---|---|
| <p>Action Step 1: The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases.</p> | | |
| <p>CDSS will issue ACL</p> | <p>05/04</p> | <p>CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04)</p> |

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| Well-Being Outcome 3, Item 23 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|--|--|--|
| | | <p><input checked="" type="checkbox"/> Completed. An ACIN was drafted and is available online. The number of the letter is All County Information Notice I-83-04.</p> <p>CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04)</p> <p><input checked="" type="checkbox"/> Completed. The following competencies will be included in the common core curriculum related to family engagement:</p> <p>Knowledge:</p> <p><input checked="" type="checkbox"/> The worker will understand the signs, symptoms, and cultural and family dynamics of mental illness.</p> <p>Skills:</p> <p><input checked="" type="checkbox"/> The worker will communicate the effects of mental illness on children and families involved in Child Welfare Services.</p> <p>Values:</p> <p><input checked="" type="checkbox"/> The worker will be able to describe the values and potential value conflicts inherent in the nature of the public child welfare system.</p> <p>CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04)</p> <p><input checked="" type="checkbox"/> See tasks above. CDSS will issue letters to counties or draft regulations as deemed appropriate to provide clarifications to policy.</p> |
| CDSS will monitor training and delivery of services | 06/05 | <p>CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> |

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| Well-Being Outcome 3, Item 23 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|--|
| | | <p>CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See tasks in Action step #3 below.</p> |
| <p>Action Step #2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #3: CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to improve and expand access to mental health services by facilitating the connecting of families with mental health treatment services. In addition, CDSS and DMH data staff will explore the possibility of improving access to data from the mental health system to ensure that children in the child welfare system that remain in their homes are linked to the system.</p> | | |
| <p>Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records</p> | <p>02/05</p> | <p>Interagency agreement with DMH in place to share data (10/02)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. CDSS staff met with DMH staff in late 2003 to begin the development of a systems match. The goal was to match the number of children/youth referred for mental health services by county child welfare services to the number of children/youth who received services. <input checked="" type="checkbox"/> CDSS staff worked on the match of records, but had difficulties tracking the data in CWS/CMS and making a match. Staff is checking with counties to verify how the data is recorded. A preliminary review indicates CDSS may need to establish a uniform approach to entering data in order to facilitate the match. <input checked="" type="checkbox"/> As part of the development of the well-being indicators for the new Outcomes and Accountability System, the methodology for this item was drafted. The draft is currently under review by the Outcomes and Accountability System |

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| | | <p style="text-align: center;">Data Committee.</p> <p>Test data match for children in out-of-home care to see how match works. (5/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed (see above). No costs have been identified to implement the data sharing proposal as there is a memo of understanding between the two agencies in place. <p>Did further analysis: decided to expand on this and add to new quality assurance system (Outcomes and Accountability System) for well-being measures. Measures are: how many children were referred by social workers to mental health services? Of all the children referred, how many received services? (10/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <p>Analysis of CWS/CMS to see where social workers are documenting referrals and services received (10/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <p>Develop draft methodology which includes recommendation of where data should be entered to facilitate retrieval. (10/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <p>Obtain concurrence from AB 636 Data Workgroup and issue instructions to county social workers (02/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Data now available in the CWS/CMS system are not sufficiently complete to permit analyses of mental health services provided to children. The issue is being explored by the AB 636 Data Workgroup. <input checked="" type="checkbox"/> The Department of Mental Health (DMH) is working to establish outcome measures and performance goals for implementation of the Mental Health Services Act |

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|---|--|--|
| | | <p>(MHSA). The CDSS has attended initial meetings held by DMH and will provide feedback as necessary. DMH believes that some modifications may be needed to data systems to accurately track mental health services pursuant to MHSA. The CDSS anticipates that by mid- to late- 2005 additional information will be available.</p> |
| <p>CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to identify resources and/or develop strategies to connect families with mental health treatment services. CDSS will issue an All County Information Notice based on the recommendations of the Interagency Team.</p> | <p>12/04 12/04</p> | <p>Resources will be identified and/or strategies developed. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The State Interagency Team and the CDSS have begun the process to identify resources and/or develop strategies to connect families with mental health treatment services. <input checked="" type="checkbox"/> Completed. See below, and also see meeting minutes for January-March 2005 State Interagency Team Meetings. <p>CDSS will issue an All County Information Notice based on the recommendations of the Interagency Team. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The All County Information Notice, I-10-05, has been drafted and is in the sign off process. It should be released shortly. <input checked="" type="checkbox"/> In addition, All County Information Notice I-07-05 has been drafted, and provides information to county social service agencies on the Mental Health Services Act (MHSA), which is also known as Proposition 63. In this notice, counties are encouraged to work with their local mental health partners to assess unmet mental health needs and identify high priority underserved populations, as well as ensure that linkages are made to goals and activities related to the PIP, the Redesign, and the State outcomes and accountability process. This ACIN is also in the sign off process and will be released shortly. |

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| <p>Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.</p> | <p>06/04</p> | <p>Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed beginning 6/03 (6/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed, and ongoing work continues. Staff from DCFS has met on a monthly basis since June 2003 with Los Angeles County Department of Mental Health (DMH) staff to address mental health service issues affecting children and families. <input checked="" type="checkbox"/> DCFS continues to work in collaboration with the County's Department of Mental Health (DMH) to focus on the improvement of mental health services to children in foster care. Dr. Sophy, the DCFS Medical Director, and other senior managers from DCFS and DMH are meeting weekly to address many cross-system issues. <input checked="" type="checkbox"/> Specifically, the issues that have been under discussion are as follows: Improved mental health assessments; Greater focus on the delivery of treatment services to children in foster care at the DMH-directly operated community mental health clinics; Joint training of DCFS and DMH staff; Training of D-rate foster parents by DMH staff; Co-management of D-rate children's cases by both DMH and DCFS staff to ensure access to treatment and follow-up services; Enhanced procedures to track the administration of psychotropic medications prescribed to children in foster care; as well the joint monitoring of the performance of community treatment facilities (CTF) by both agencies and DCFS. <input checked="" type="checkbox"/> Senior management representatives from DCFS and DMH have been participating in bimonthly meetings to address key issues towards ensuring that the mental health needs |

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| | | <p>of children who are served by the DCFS are available and accessible. Key areas currently under discussion include joint strategic planning, resources for families to keep children safely at home, fiscal strategies to maximize services, service delivery enhancements and quality assurance mechanisms to monitor outcomes.</p> <p><input checked="" type="checkbox"/> Update: During this quarter, managers from DCFS and DMH continued to meet to address mental health services affecting children and families. (See below)</p> <p>Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03).</p> <p><input checked="" type="checkbox"/> DCFS and DMH staff continue to meet to address mental health service issues affecting children and families. They have identified available services that are insufficient to meet the demand. These issues are currently being addressed/resolved 1) at regularly scheduled meetings with DMH and their providers, 2) through the DCFS/DMH meetings, and 3) through the Multi-disciplinary Assessment Teams (MAT).</p> <p><input checked="" type="checkbox"/> The MAT program is a collaborative effort between DCFS, DMH and other community providers. It is designed to ensure the immediate and comprehensive assessment of youth entering out-of-home placement. The comprehensive family-focused, strength-based assessments will consist of mental health, as well as medical, dental, developmental and educational evaluations, and review of family history and records. Depending on the individual family, community mental</p> |

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| | | <p>health providers will interview the child, biological parent(s), relatives, caregivers and prospective caregivers.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The MAT pilot began on March 23, 2004 in the Wateridge (SPA 6), and Pasadena (SPA 3) offices. The intention was to begin with a very small sample to look at process and quality issues. Implementation of the pilot is moving along well. All cases have a comprehensive assessment which take anywhere from 30 - 45 days to complete. Once all assessments have been completed, there will be an evaluation of the pilot before moving forward. <input checked="" type="checkbox"/> The goals of the program include receiving a comprehensive assessment, identifying the optimal placement situation, and engaging the family around the assessment process. These all tie into the long term outcomes of expedited permanency, reduced recidivism, and safety while in out of home care. <input checked="" type="checkbox"/> Los Angeles County DCFS is beginning to initiate the evaluation component of this process. DCFS Research is linking the program goals with the Department's outcomes. <input checked="" type="checkbox"/> All participating Mental Health agencies have now been assigned a case to assess. Of the 22 cases that have been assigned, 20 assessments are now complete and have been provided to DCFS. It is anticipated that the final two cases will be completed within the next several weeks. <input checked="" type="checkbox"/> Evaluation of the pilot has begun. Each completed assessment is currently in the process of being evaluated. This process is conducted in two parts. The first consists of debriefing interviews with each MAT participant jointly by DCFS and DMH. This procedure was developed to encourage honest feedback about the MAT process and includes discussions with the mental health provider agencies, social workers, Public Health Nurses, MAT |

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| | | <p>coordinators, Juvenile Court Hearing Officers and family members. The information resulting from this process is critical in terms of learning what worked, and what is the cause for the program change.</p> <ul style="list-style-type: none"> <li data-bbox="1087 516 1892 813">☑ The second part of the process consists of an actual examination of the assessment documents given to DCFS. With the assistance of the DCFS Research Section, measures have been developed to evaluate the assessment on its timeliness, level of comprehensiveness, and degree to which it identifies needs and resources. Efforts will also be initiated in the near future to personally connect with families to determine utilization of, and satisfaction with, the recommended services. <li data-bbox="1087 821 1892 1118">☑ Additionally, a simple database has been created to capture pilot information, which will allow for the preparation of informational and statistical reports. The data collected will also interface with CWS/CMS data to allow for evaluation of how the pilot cases fare in relationship to existing performance measures and Departmental outcomes. It is anticipated that the evaluation process will be completed by the end of October 2004. <li data-bbox="1087 1127 1892 1458">☑ Over the last three months, DCFS and DMH Senior management representatives have participated in bimonthly meetings to jointly address several goals and identified service gaps. The MAT Pilot Program, a collaboration of DCFS, DMH and community providers, was developed to ensure the immediate and comprehensive assessment of youth entering out-of-home placement. Over the last three months, the Pilot concluded and a written summary of the Pilot was provided to DCFS' Executive Team. In general, the results were favorable |

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| | | <p>with the majority of the 20 agencies providing DCFS an assessment of the children and their families within the 30 to 45 day period that was mandated by the Pilot. Overall, the DCFS Children’s Social Workers found the assessment to be helpful in the development of a case plan for the child and family. The DCFS Executive Team has decided to move forward with expansion of the MAT Program.</p> <ul style="list-style-type: none"> <li data-bbox="1087 613 1902 1049">☑ Update: In addition to the MAT program, DCFS and DMH have developed a revised D-rate program to include the reassessment of D-rate children every six months to ensure that services are appropriate to meet the ongoing needs of the child and provide support to the caregiver. The program will provide intensive in-home services to strengthen the delivery of mental health services to the child and family/caregiver and to provide training and support to the caregivers of D-rate children. This program is targeted to begin during the next quarter. (For an update on MAT expansion planning and activities, please refer to the update for the next task.) <li data-bbox="1087 1052 1902 1321">☑ Further, a joint workgroup of DCFS, DMH, the Probation Department and community group home providers has been initiated to address congregate care issues. The workgroup is looking at the use of improved up-front assessments of children towards the goal of more appropriately placing children in congregate care, including the reduction of these placements for children under the age of 12. <p data-bbox="991 1325 1902 1390">Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).</p> <ul style="list-style-type: none"> <li data-bbox="1087 1393 1902 1458">☑ As stated in previous reports and in tasks above, MAT is a collaborative effort between DCFS, DMH and other |

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| | | <p>community providers designed to improve and expand mental health treatment services to children and families.</p> <ul style="list-style-type: none"> <li data-bbox="1087 444 1892 813">☑ The practices discussed at the meetings between DCFS and DMH (with some being currently implemented as part of MAT, such as improved assessments) will ensure that the services our children and families are given are of the quality and magnitude that the department is committed to through its outcomes of safety and permanence. The level of cooperation between DCFS and DMH to address the mental health needs of children in foster care has become enhanced over the last three months, and is based on a high level of commitment by both agencies to improve services to children in foster care. <li data-bbox="1087 818 1892 1252">☑ As highlighted in the above two subheadings under Action Step #3, DCFS, working jointly with DMH and our community providers, has implemented several strategies to meet the goal of ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County. This includes implementation and completion of the MAT Pilot Program, completion of a MAT Pilot Program evaluation, along with a decision to expand the MAT Program. Further, the joint strategic planning with DMH in key areas has the potential to significantly improve the provision of mental health services to the children we serve. <li data-bbox="1087 1256 1892 1458">☑ Update: Planning for the expansion of MAT has continued. Program staff have met with the Regional Management in all seven of the participating DCFS offices which include Covina, Pomona, Pasadena (SPA 3), Wateridge, Compton, Hawthorne and Century (SPA 6). Program staff have also met with DMH providers in |

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| | | <p>both SPAs to discuss the pilot findings in detail. As a result of these discussions, the Scope of Work and Summary of Recommendations form are currently being revised to include recommendations from these focus groups. In April and May 2005, an interactive training is planned for the two SPAs which will include DCFS social workers, DCFS public health nurses and DMH provider staff. This training is intended to further define roles and responsibilities, and clarify expectations and procedural guidelines prior to expanded implementation. Once training is completed, DCFS will proceed with the implementation of the multidisciplinary assessment of all children entering the foster care system in the two SPAs.</p> <p>CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. (6/03)</p> <ul style="list-style-type: none"> ☑ As state level barriers to the provision of services are identified, they are being referred to the State Interagency Child Welfare Services Team. (See item 2A for more specific information on the Interagency Team). Also, Los Angeles County submitted a proposal to CDSS indicating interest in securing waivers in various areas where they see barriers. ☑ The Department submitted a Title IV-E Child Welfare Waiver Demonstration Project proposal to the United States Department of Health and Human Services (US DHHS) on May 25, 2004. ☑ The proposal articulates the Department's intent to test a "capped allocation" strategy patterned after the President's |

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| | | <p>"Child Welfare Option" which would block grant Title IV-E funds. If approved, the waiver will allow Title IV-E (foster care) funds, which are restricted to pay for board and care costs, to be used for services and supports, that are currently unallowable, in order to avoid the over reliance on out-of-home care and reunify families more expeditiously. CDSS worked with Los Angeles County, based on their proposal and a request to participate in such a waiver, to refine a model of practice that was included in the waiver request. The proposal will allow Los Angeles County and up to 20 additional counties to participate in a five year demonstration project.</p> <ul style="list-style-type: none"> <li data-bbox="1087 781 1902 980">☑ A conference call was held on August 20, 2004, with DHHS representatives to discuss the new proposal. The DHHS confirmed that they are continuing their review, and they requested detailed cost history from specific counties likely to participate in the waiver. The information is being gathered by CDSS. <li data-bbox="1087 987 1902 1219">☑ Additional information was provided on October 19, 2004, but did not contain all the specific details for the capped allocation model. A conference call was held with staff from the Children's Bureau and the CDSS on December 30, 2004, to discuss the specific information needed and to establish a tentative timeline for the proposal to be approved. <li data-bbox="1087 1226 1902 1459">☑ Update: On January 12, 2005, the Department met with county representatives to develop a Statewide capped allocation model to be used for those counties participating in the waiver project. Five of the ten largest counties, Alameda, Los Angeles, Orange, Sacramento, and San Francisco agreed for the State to use their county's' specific data to illustrate an |

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| | | <p>example of the projected capped allocation.</p> <p><input checked="" type="checkbox"/> On March 11, 2005, a letter was sent to Susan Orr, Associate Commissioner, Children’s Bureau Administration on Children, Youth and Families to provide additional information requested on the State’s Waiver Demonstration Project proposal, specifically the methodology for the capped allocation model and the evaluation design.</p> |
| CDSS will monitor and provide TA to Los Angeles | 06/05 | <p>CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p> |
| <p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p> | | |
| <p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> | | |

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| Status reported in Permanency Outcome 2, Item 14 | | |
| Program Contacts: Action Steps 1, 2 & 3: Susan Nisenbaum; Action Steps 4, 5, 6, & 7: Tom Graham | | |

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| <p>Improvement Goal: We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process</p> | <p>C-CFSR Quarterly Data: March 2004: June 2004: Sept. 2004: Dec 2004: March 2005: See tasks below June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete</p> | <p>Date Improvement Goal Achieved: 7/1/03. As of 3/31/04, the percentage of caseload in counties implementing Family to Family has increased to 85.44%. Date all Action Steps completed:</p> |

| <p>Systemic Factor 2, Item 25 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| <p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> | | |

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| | | <p>Action Step #2: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18</p> |
| | | <p>Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B</p> |
| | | <p>Action Step #4: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18</p> |
| | | <p>Action Step #5: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20) Status reported in Well-Being Outcome 1, Item 17</p> |
| <p>Program Contacts - Action steps 1 & 2: Susan Nisenbaum; Action step 3: Wes Beers; Action steps 4 & 5: Pat Aguiar</p> | | |

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Systemic Factor 2, Item 28

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| <p>Improvement Goal: We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points to 87.5 percent by 6-30-05.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.</p> | <p>C-CFSR Quarterly Data: March 2004: 88.3% (from 3rd quarter 2003 data) June 2004: 88.2% (from 4th quarter 2003 data) Sept 2004: 87.0% (from 1st quarter 2004 data) Dec 2004: 87.2% (from 2nd quarter 2004 data) March 2005: 86.0% (from 3rd quarter 2004 data) June 2005:</p> |
| <p>Determination of Goal Achievement: This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.</p> | <p>Date Improvement Goal Achieved: 10/7/04 Date all Action Steps completed:</p> |

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| | | <p>Action Step 1: The CDSS will develop and implement improvement strategies through a contract with JRTA to provide monitoring and technical assistance to all judges on current law regarding termination of parental rights (TPR), concurrent planning, and the requirement that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Information will be disseminated through ACLs or ACINs and/or training academies as necessary to implement identified strategies. (Cross-reference to Permanency Outcome 1, Items 7 & 9) Status reported in Permanency Outcome 1, Item 7</p> |
| | | <p>Action Step #2: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10) Status reported in Permanency Outcome 1, Item 7</p> |
| | | <p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 7, Item 44). Status reported in Safety Outcome 1, Item 2B</p> |
| | | <p>Action Step #4: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.) Status reported in Permanency Outcome 1, Item 9</p> |
| | | <p>Action Step #5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. Cross-reference to Safety Outcome 1, Item 2b, Action Step 7; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 44 Action Step 1 Status reported in Safety Outcome 1, Item 2b</p> |

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| | | <p>Action Step #6: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 6</p> |
| | | <p>Action Step #7: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 & 10) Status reported in Permanency Outcome 1, Item 7</p> |
| | | <p>Action Step #8: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Safety Outcome 1, Item 2b, Action Step 8; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b, Action Step 8.</p> |
| | | <p>Action Step #9: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32) Status reported in Permanency Outcome 1, Item 9</p> |
| | | <p>Action Step #10: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p> |
| | | <p>Action Step #11: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9</p> |

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| <p>Action Step #12: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</p> <p>Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Program Contacts - Action step 1: Glenn Freitas; Action steps 2 & 5: Wes Beers; Action steps 3, 4, 6, 7 & 8: Pat Aguiar, Action steps 9, 10, 11 & 12: Susan Nisenbaum</p> | | |

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Systemic Factor 3, Item 31

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| Improvement Goal: California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005. | June 30, 2005: |
| Frequency of Measurement: Implementation will be measured by completion of action steps and the number of county C-CFSRs. Progress will be reported quarterly. | County C-CFSRs completed: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: See tasks reported below June 2005: |
| Determination of Goal Achievement: This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 3, Item 31 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|---|
| Action Step 1: CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section. | | |
| Implement C-CFSR work plan developed in 04/03 | 06/05 | <p>Outcome and Accountability workgroup develops a comprehensive work plan (04/03). <input checked="" type="checkbox"/> Completed.</p> <p>CDSS identified legislative and regulatory changes (05/03). <input checked="" type="checkbox"/> Completed.</p> <p>CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):</p> <ul style="list-style-type: none"> • Implementing ACIN, until regulations are developed • County Self-Assessment |

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| | | <ul style="list-style-type: none"> • PIP baselines and targets will serve as interim performance standards • Peer Quality Case Reviews • Interviews and Surveys • County SIP • Quarterly Management Reports • Post-SIP Approval and Monitoring Process <p><input checked="" type="checkbox"/> Completed. The CDSS released the implementing All County Letter (ACL) to begin the new Outcome and Accountability System. The initial ACL, # 04-05, released February 3, 2004, serves as the beginning of an overall manual, which when complete will include all elements of the system. County Self Assessment instructions and tools are contained in the ACL.</p> <p>CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A draft plan for rolling out the system into a tri-annual review schedule has been developed. Due to the nature of the new outcomes-based system, specific counties will not be identified for their PQCR until after the county self assessments and SIPs have been reviewed by CDSS. The counties will then be prioritized based upon areas needing improvement with safety factors receiving preference. <input checked="" type="checkbox"/> CDSS has received all county SIPS and they have been reviewed. The 15 counties were identified, and are being scheduled for their PQCR to be completed by 6/30/05. <input checked="" type="checkbox"/> Update: CDSS and CWDA have agreed that the tri-annual review process should be developed jointly. As such, the CDSS and a county co-chair will pull together representatives from each of the five CWDA regions plus Los Angeles in the next quarter to develop the |

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| | | <p style="text-align: center;">review cycle. This activity will be completed by the end of the PIP.</p> <p>CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 9/03. CDSS and CPOC developed a data collection instrument that will be utilized on a monthly basis. <input checked="" type="checkbox"/> The Department's research staff has reviewed the data collection instrument. The CDSS continues to develop process and procedures for placing instrument on-line and creating a link from Probation to CDSS. <input checked="" type="checkbox"/> CDSS continues to work toward completion of the data collection instrument to be utilized by county Probation Departments. Consensus between the Chief Probation Officer's Association and CDSS was reached regarding definitions. Instructions to Probation Departments on the new data collection system have been drafted in the form of an ACL, which is anticipated to be released next quarter. Also in process is the scheduling of training for probation officers on the system. This is anticipated to be completed by next quarter. <input checked="" type="checkbox"/> On December 14, 2004, ACL 04-57 was issued implementing the monthly caseload statistical reporting by Probation Departments. A second ACL detailing the implementation of the Outcomes and Accountability System for Probation Departments is in draft form and is expected to be issued late January 2005. <input checked="" type="checkbox"/> CDSS and the Chief Probation Officers of California have identified the five regions for upcoming training on the new FC 23 (Monthly Statistical Report). Training will be conducted in February/March 2005 in each of the regions. <input checked="" type="checkbox"/> CDSS staff, representatives from CPOC and a county |

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| | | <p>Probation Department will participate in a “hands on training exercise” on the FC 23 at the end of January 2005. The goal of this exercise is to finalize the training content and identify areas that may require technical assistance.</p> <p><input checked="" type="checkbox"/> Update: CDSS and CPOC have concurred on the training materials and scheduled training in six county locations throughout the State (Los Angeles, Orange, Sacramento, Fresno, Shasta and Contra Costa Counties). Technical assistance training will take place the last week of April and the first week of May 2005.</p> <p>CDSS will identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</p> <p><input checked="" type="checkbox"/> Completed. Training needs identified and training conducted.</p> |
| | | <p>CDSS will conduct training on data management and analysis (08/03).</p> <p><input checked="" type="checkbox"/> Completed. CDSS’ RADD provided Operations Bureau staff with preliminary data analysis training. The Northern Regional training Academy and CalSWEC developed a training entitled “Using Data to Improve Agency Performance” that was delivered to 105 participants on September 26, 2003 in Davis; October 10, 2003 in Chico; October 31, 2003 in Redding; and on November 14, 2003 in Eureka.</p> <p>CDSS provides information to Counties through All County Letters/All County Informing Notices (08/03).</p> <p><input checked="" type="checkbox"/> Completed. See task # 2 above.</p> <p>CDSS identify CWS/CMS enhancements (08/03).</p> <p><input checked="" type="checkbox"/> Completed. Enhancements have been identified. CDSS has initiated a process to identify the fiscal impact of changes and obtain approvals from state and federal control agencies for their implementation. This will be an</p> |

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| | | <p>on-going and evolving process. CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training on the new Outcomes and Accountability System (AB 636) was offered to all counties. The AB 636 training activities were approached on a regional basis using a variety of delivery methods throughout the state as follows: <p>Northern (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Northern Regional Training Academy provided Solution Focused Training on the Self Assessment Process (AB 636) in eight training locations; Eureka, Redding, Stockton, Chico, Ukiah, Davis, Auburn and Sacramento. There were a total of 172 participants representing 24 northern counties trained. <p>Bay Area (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Bay Area Training Academy provided two training sessions in March 2004 for counties in their Southern and Northern regions. An individualized half day training session is scheduled for Contra Costa county. Various Child Welfare staff and community partners will also receive the half day training in the future. <p>Central (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Central Regional Training Academy conducted AB 636 Roundtables in nine counties with 26 attendees participating. Training included the exchange of information and materials through the use of an email tree. Individual county data training is also available to counties upon request. The Central RTA is scheduled to provide solution focused training to two counties and their community partners. <p>Southern (RTA)</p> |

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| | | <ul style="list-style-type: none"> <li data-bbox="1087 378 1896 711"> <input checked="" type="checkbox"/> The Southern RTA held an AB 636 Southern region meeting on March 8, 2004. Training representatives from Riverside, Los Angeles, Orange, San Diego, Imperial and San Bernardino counties participated in the meeting. The gathering of these counties will be a monthly, ongoing activity to address issues and solutions on AB 636 related topics. Ongoing discussion topics will include; utilization of County Self Assessment teams, engaging staff and community partners, data sources, workload, and fairness and equity. <li data-bbox="989 716 1755 748" style="background-color: yellow;"> CDSS will test and complete tools and instruments (09/03). <li data-bbox="1087 753 1896 883"> <input checked="" type="checkbox"/> Completed. In March 2004, the Peer Quality Case Review Process was tested in San Bernardino County. Riverside County has also completed the testing of the PQCR instruments. <li data-bbox="1087 888 1896 1154"> <input checked="" type="checkbox"/> Los Angeles County has almost completed the testing of the PQCR instruments in each of its service areas. They have some cases remaining in some programs, such as ICWA, that they are completing. They have completed testing on most DCFS cases, and Los Angeles County Probation staff participated in the case reviews. The County has completed the review of probation cases, and DCFS staff participated in those reviews. <li data-bbox="1087 1159 1896 1289"> <input checked="" type="checkbox"/> The PQCR subcommittee will reconvene this coming quarter to discuss lessons learned from the pilot reviews and identify any necessary modifications for the instruments. <li data-bbox="1087 1294 1896 1391"> <input checked="" type="checkbox"/> In September, CDSS staff began working with San Luis Obispo County to begin participation in the PQCR in that county. <li data-bbox="1087 1396 1896 1463"> <input checked="" type="checkbox"/> CDSS and CalSWEC are working to complete a PQCR Guide that will be used by counties to assist them in |

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| | | <p>preparing for the onsite review. This guide is being developed by the Southern Region in consultation with the original piloting counties. Once completed, the guide will be incorporated into the training offered by the Regional Training Academies.</p> <p><input checked="" type="checkbox"/> Updated: Completed. The instruments to be used for PQCR for probation are finalized. The “case review” instrument for CWS has been modified to permit CDSS to auto-populate the fields. The Social Worker and Supervisor Interview tools will have no required areas of review; therefore, allowing each county the flexibility to develop targeted questions based upon their area of focus. CDSS will be developing a menu of the questions based upon counties’ completion of the PQCR on our website. Counties ending PQCR can then access previously used questions based upon focus area to use for their reviews.</p> |
| <p>CDSS will train counties on the C-CFSR</p> | <p>06/05</p> | <p>CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p> <p><input checked="" type="checkbox"/> Completed. Supervisors have been trained on the C-CFSR, on using data and on writing their Self Assessment. In March and April 2004, the SIP User’s Guide and Template were developed and training was provided by the Regional Training Academies to counties. Training for the drafting of the SIP was provided, also.</p> <p><input checked="" type="checkbox"/> For the development of their SIPs, 29 counties received technical assistance via CDSS’ e-mail through the webpage, and technical assistance was also provided by</p> |

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| | | <p>phone.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Training for the PQCR will follow soon. See above tasks. <input checked="" type="checkbox"/> CDSS and CalSWEC are working to complete a PQCR Guide that will be used by counties to assist them in preparing for the onsite review. This guide is being developed by the Southern Region in consultation with the original piloting counties. Once completed, the guide will be incorporated into the training offered by the Regional Training Academies <input checked="" type="checkbox"/> Update: CDSS continued working with CalSWEC and the Southern Regional Training Academy towards completion of the PQCR Guide. A meeting was held on February 4, 2005 with representatives of CWDA, CalSWEC, CPOC and CDSS to review the guide and make suggested modifications. CDSS provided written feedback on the guide to CalSWEC. The guide is in its final stage of review, and is expected to be completed by the end of the PIP. <p>CDSS will continue to train counties through the life of the PIP. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. |
| <p>CDSS completes 1 ½ years of 1st C-CFSR 3 year cycle</p> | <p>06/05 Co./Dates</p> <p>1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05</p> | <p>CDSS commences the first 3-year cycle (1/04).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Quarterly Outcome and Accountability County Data Reports were released to CWS agencies in January and in April 2004. Counties drafted their initial self-assessments. All county self-assessments were due by June 2004, and all SIPs were due by September 30, 2004. Due to the nature of the new outcomes-based system, specific counties will not be identified for their PQCR until after the county self assessments have been completed and received by CDSS. <input checked="" type="checkbox"/> All counties have submitted their county Self Assessments. |

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| | | <p>The Self Assessments were reviewed to identify performance levels; analysis of performance; strengths and needs of the county; and strategies used or needed to maintain or to improve performance. Additionally, the review of the Self Assessment will be used to identify the outcomes the county will focus on to improve performance via the SIP, as well as identify areas to be explored during the PQCR.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As of 10/1/04, 55 counties have submitted their System Improvement Plans. The remaining counties have requested extensions, and will be submitting their SIPs the end of October and in November. <input checked="" type="checkbox"/> CDSS has received all of the SIPs, which have been reviewed. Some counties have received requests for additional information. A SIP approval letter has been drafted and will be sent shortly to counties notifying them that their SIPs have been approved. <input checked="" type="checkbox"/> Update: As of April 14, approval letters have been sent to 40 counties notifying them of the approval of their SIPs. <p>Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by September 30 (09/04).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. All counties have submitted their county Self Assessments. As of 10/1/04, 55 counties have submitted their System Improvement Plans. The remaining counties have requested extensions, and will be submitting their SIPs the end of October and in November. <input checked="" type="checkbox"/> Update: All self assessments and SIPs have been received and reviewed. As of April 14, approval letters have been sent to 40 counties notifying them of the |

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| | | <p style="text-align: center;">approval of their SIPs.</p> <p>CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Although no report is due this quarter, ten counties have been scheduled for a PQCR. We are currently working to identify three additional counties. <input checked="" type="checkbox"/> Update: A schedule for PQCRs was provided to Region IX subsequent to the visit on February 24 and 25, 2005 per their request. To date, there have been five PQCRs completed for CWS and one for Probation. It is expected that this action step will be completed by June 30, 2005. <p>(Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).</p> |
| <p>Program Contact: Wes Beers</p> | | |

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Systemic Factor 4, Item 32

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| Improvement Goal: We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide. | June 30, 2005: |
| Frequency of Measurement: Progress will be tracked quarterly | Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: See tasks reported below June 2005: |
| Determination of Goal Achievement: This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 4, Item 32 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| Action Step #1: CDSS, CalSWEC and the statewide training taskforce will develop a survey to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 33) | | |
| CDSS in collaboration with Cal SWEC will conduct a baseline training survey of counties. | 07/04 | CDSS/CalSWEC will develop a survey instrument.(3/04) <input checked="" type="checkbox"/> Completed. CDSS/CalSWEC will survey the 58 counties (6/04). <input checked="" type="checkbox"/> Completed. In order to assess the baseline level of training, CalSWEC surveyed counties. CDSS/CalSWEC will compile findings and issue recommendations to the STEC. (07/04) <input checked="" type="checkbox"/> Completed. In order to assess the baseline level of training, |

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| | | <p>CalSWEC surveyed counties. The survey was completed, and the STEC met in May and June to identify decision points and to draft recommendations to present to STEC. CalSWEC completed the preliminary data analysis, and the results were disseminated at the September STEC meeting in the form of an Executive Summary report.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CalSWEC published the survey results in the “California Baseline Assessment of Child Welfare Training” final report, dated November 5, 2004. |
| <p>CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors</p> | <p>12/04</p> | <p>CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 6/03. CDSS, in partnership with the California Social Work Education Center (CalSWEC), convened the Statewide Training and Education Committee (STEC) on June 6, 2003. Membership includes representatives from state, county, educational institutions, the Regional Training Academies, Tribal/Tribal Organizations and agencies involved in the initial and ongoing training of social workers. <input checked="" type="checkbox"/> This quarter the STEC Committee convened on July 19, 2004 and September 20, 2004. The committee completed formulation of decision points that will form recommendations for common core training for line workers. A sub-committee, Content Development Oversight Group (CDOG) has established lead organizations and timelines to pilot and implement common core curriculum on the “Big 5” content areas: Human Development, Child Maltreatment Identification, Risk and Safety Assessment, Case Planning/Management, and Placement Permanency. Curriculum is to be completed by June 2005. <input checked="" type="checkbox"/> CDOG has completed the learning objectives for each of the “Big 5” content areas and added a 6th content area |

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| | | <p>“Framework for Child Welfare Practice in California”. The outlines and curriculum are being written with technical assistance from the National Resource Center and are due by the end of the first quarter of 2005. The curriculum is scheduled to be piloted before June 30, 2005.</p> <p><input checked="" type="checkbox"/> Update: California has made significant progress in this area by developing a common core curriculum after identifying the training needs, developing core competencies and developing the training modules. Six pilot trainings are scheduled as follows: April 13 – Framework for Child Welfare Practice in California; April 18 & 19 – Child Maltreatment Identification; April 26 & 27 – Human Development; April 28 & 29 – Assessment of Safety, Risk and Protective Capacity; May 9, 10, and 11 – Case Planning and Case Management; May 17, 18 and 19 – Placement and Permanency.</p> <p>CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</p> <p><input checked="" type="checkbox"/> Completed. Also, in order to better assess the baseline level of training, CalSWEC surveyed counties.</p> <p>CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)</p> <p><input checked="" type="checkbox"/> No technical assistance will be required (by CDSS) because of the baseline survey strategy. Technical assistance for the surveys was provided by CalSWEC.</p> <p>CalSWEC and the RTAs will provide technical assistance to counties</p> |

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| | | <p>regarding the collection and reporting of the data (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Technical assistance for the surveys was provided by CalSWEC. <p>The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The STEC and its sub-committees continued work on the learning objectives for each of the "Big 5" core curriculum areas. A "6th" core curriculum area was added that provides a foundation/framework for Child Welfare practice and approved learning objectives were also completed. The outlines and curriculum for each of the six core areas are in the process of being drafted. <input checked="" type="checkbox"/> Update: California has made significant progress in this area by developing a common core curriculum after identifying the training needs, developing core competencies and developing the training modules. Six pilot trainings are scheduled as follows: April 13 – Framework for Child Welfare Practice in California; April 18 & 19 – Child Maltreatment Identification; April 26 & 27 – Human Development; April 28 & 29 – Assessment of Safety, Risk and Protective Capacity; May 9, 10, and 11 – Case Planning and Case Management; May 17, 18 and 19 – Placement and Permanency. Additionally, curriculum has been developed for new supervisors and the curriculum has been developed for new supervisors and the curriculum will be piloted on May 23 and 24, and June 2 and 3. Feedback obtained from |

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| | | stakeholders attending the pilots will be used to make any adjustments to the curriculum. It will then be used to train any new child welfare supervisors. |
| CDSS will assess effectiveness of training. | 12/04 | In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of the training. (12/04) <input checked="" type="checkbox"/> Completed. CDSS, through the California Macro Evaluation Subcommittee of the STEC, has developed approximately 250 multiple choice items in the five priority content areas and obtained software to manage the test construction, validation, and administration processes. The new curriculum will be piloted and from July – December 2005 data from knowledge and skills tests will be analyzed |
| CDSS will monitor state training program. | 06/05 | CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05) <input checked="" type="checkbox"/> See tasks above. |
| <p>Action Step # 2: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #4: The CDSS will work with the regional training academies to ensure that the common core curriculum for supervisors</p> | | |

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| includes relevant information from the mentoring evaluation. | | |
| CDSS will implement a mentoring component into supervisor training. This training will be mandated statewide once regulations are adopted. | 06/05 | <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The role of the supervisor as mentor has been included as part of the training on new initiatives. In addition, CDSS is doing an evaluation of two mentoring training components to determine if one of them would be beneficial to include in supervisor training. <input checked="" type="checkbox"/> The mentoring training has been modified to include supervisory training. They are presently conducting Phase 1 of the Mentor Evaluation with the Central Training Region. They have collected qualitative information from mentoring logs describing activities new workers are conducting with the mentors. <p>CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDOG is developing a training model that utilizes mentors as a transfer of learning tool for supervisor/management skill development and anticipates implementation in Spring 2005 <input checked="" type="checkbox"/> Completed. The new core curriculum for supervisors has been prepared and will be piloted on May 23rd and 24th and on June 2nd and 3rd. The curriculum includes a training model that utilizing coaching as a transfer of learning tool for supervisor/management skill development. |
| A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and | 06/05 | <p>Begin drafting regulatory language and the development of the regulation packet. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The Notice of Anticipated Regulatory Action |

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| adoptions process. | | has been drafted and is being reviewed by the CDSS Legal Division. |
| CDSS will monitor the implementation of training for supervisors on their role as mentors. | 06/05 | CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> Tasks reported above. |
| Action Step #5: The CDSS will work with the Resource Center for Family Focused Practice to ensure that priority training will be offered to relevant probation officers on child welfare requirements including concurrent planning, and visitation requirements and the TPR process. | | |
| The existing curriculum for probation officers will be enhanced and updated. | 12/04 | <p>CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The Resource Center for Family-Focused Practice (RCFFP) established an advisory committee with CPOC, CDSS, and County CWS to analyze and prioritize the training needs assessment. The RCFFP is developing a distance learning strategy to address Termination of Parental Rights, Concurrent Planning and the Adoptability of Older Youth. <input checked="" type="checkbox"/> CDSS continues to facilitate activities between the Center for Family-Focused Practice and the Chief Probation Officers of California (CPOC). Learning objectives have been completed and the curriculum to be completed by the end of December. Training is planned for March-June 2005. <input checked="" type="checkbox"/> The curriculum is in the finalization stage and training with the enhanced curriculum is on target to begin by 03/05. <p>Training with the enhanced curriculum will begin (03/05) Completed. A curriculum focusing on Case Plans that Lead to Permanency, developed and delivered in collaboration with the Administrative Office of the Courts, Judicial Review Team, has been delivered to Probation Officers. The curriculum focuses on</p> |

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| | | <p>developing sound, behavioral case plans with youths and their families, concurrent planning and TPR. Five regional trainings have been completed, training 109 probation officers. Four additional trainings have been scheduled through the end of May with an anticipated participation of 129 officers.</p> <p>Conduct 5 regional trainings with the expanded curriculum (06/05) Completed. See above.</p> |
| <p>The CDSS will identify quality case practices through the AB 636 Peer Quality Case Review (PQCR) process.</p> | <p>06/05</p> | <p>The CDSS will conduct 10 Probation PQCRs and identify promising practices that can be exchanged with other counties that will improve case practice. (5/05). No report due this quarter</p> <p>The CDSS will make available to probation agencies, via the Chief Probation Officers Association, the promising practices identified by PQCR. (6/05). No report due this quarter</p> |
| <p>CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.</p> | <p>06/04</p> | <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03) <input checked="" type="checkbox"/> Completed. The current contract has been modified to increase the number of days of consultation.</p> <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03) <input checked="" type="checkbox"/> Completed. The current contract has been modified to increase the number of days of training.</p> <p>Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p> |

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| | | <ul style="list-style-type: none"> ☑ The Los Angeles County Probation Department received consultation and training to develop family group decision making as a practice to enhance family and community involvement and good case planning. ☑ Marin, Napa, San Francisco, and San Mateo counties received consultation to enhance their capacity to engage families, provide services to families, and provide services to youth in IV-E placement. ☑ To date, no formal requests for consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign have been received from CPOC. |
| CDSS will monitor the provision of training to probation officers. | 06/05 | <p style="background-color: yellow;">Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/05).</p> <ul style="list-style-type: none"> ☑ In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings during the 2nd quarter of 2004 for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this training. ☑ To date a total of 600 probation officers, supervisors & managers received training this quarter. Topics have included: PIP requirements, child welfare design for the juvenile probation, family engagement/good case planning & visitation requirements for youth/family members, Probation Accountability: Moving from Compliance to Outcomes. The Resource Center for Family Focused Practice is developing training based on the Division 31 training just completed to provide probation officers with a more complete |

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| | | <p>understanding of concurrent planning, the adoptability of older children, availability of post adoption services and financial assistance, and the Termination of Parental Rights process. Additionally, the Resource Center plans to provide information regarding adoption services and financial assistance by Dec. 2004 via website.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In addition, the Resource Center for Family Focused Practice piloted an Understanding Juvenile Sex Offenders Course in July 2004, which had 26 people enrolled. This was to assist probation officers in case planning for this population. The feedback from this training allowed them to fine tune the training for roll-out in October 2004. <input checked="" type="checkbox"/> The Resource Center for Family Focused Practice provided 6 sessions of training for over 200 probation officers from 34 counties on Assessment and Intervention with Adolescent Sex Offenders during this quarter. <input checked="" type="checkbox"/> CPOC did not submit any formal requests for consultation to the Resource Center for Family Focused Practice during this quarter. <input checked="" type="checkbox"/> CDSS and The Resource Center for Family Focused Practice are reviewing the information on adoption services and financial assistance prior to posting on the Center's website <p>The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> During the 2nd quarter of 2004, in Family Group Decision Making 37 probation officers were trained; in Division 31, Title IV-E, 311 probation officers and supervisors were trained; and in Probation Accountability: Moving from Compliance to Outcomes, 139 probation supervisors and managers were |

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| | | <p>trained.</p> <p><input checked="" type="checkbox"/> As stated in the previous task above, 600 probation officers, supervisors & managers have received training. The Center for Family Focused Practice did not receive formal requests for consultation from the statewide probation officers' association (CPOC) during this quarter.</p> <p>CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> |
| <p>Action Step #6: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</p> <p>Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Program Contact: Susan Nisenbaum</p> | | |

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Systemic Factor 4, Item 33

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| Improvement Goal: We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005 | June 30, 2005: |
| Frequency of Measurement: Progress will be tracked quarterly | Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: See tasks below June 2005: |
| Determination of Goal Achievement: This goal will be achieved when statewide minimum training requirements for existing staff are in place. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 4, Item 33 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
|---|--|--------------|
| Action Step 1: CDSS, CalSWEC and the statewide training taskforce will develop a survey to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 32) | | |
| Action Step 2: The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health needs of all children, both in-home and out-of-home. | | |

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| <p>CDSS will implement training requirements upon adoption of regulations; during interim will recommend standards to counties.</p> | <p>12/04</p> | <p>CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Statewide Training Education Committee (STEC) has completed edits on the final reports to CDSS/CDWA outlining training standards for line workers and supervisors. They will present the STEC recommendations for ongoing training to CWDA's Children Committee. These documents are also being referred to as the Executive Summary and the Recommendations for both On-going Training Requirements/Common Core Training Requirements. <p>The final reports have been released during this quarter:</p> <ul style="list-style-type: none"> *California Baseline Assessment of Child Welfare Training Final Report – November 5, 2004. * Ongoing Training Requirements Executive Summary and Recommendations – November 9, 2004. * Survey of Supervisory Practices and Roles, November 23, 2004. *Common Core Training Requirements – Executive Summary and Recommendations, December 10, 2004. |

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| CDSS will support implementation of recommended training requirements | 12/04 | <p>CDSS will recommend to counties via ACIN that all child welfare workers must meet the ongoing training requirements (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. ACIN #1-85-04 was released in December 2004 and it provides updated information related to the implementation of the State's PIP related training goals. Additionally, CDSS through CalSWEC, continues working on developing the evaluation tools and test bank items for the core curriculum. <p>CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The Notice of Anticipated Regulatory Action was drafted and is being reviewed by CDSS legal division. The proposed regulations address training requirements for new child welfare staff and supervisors and ongoing training for all staff. |
| A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and adoptions process | 06/05 | <p>Begin drafting regulatory language and the development of the regulation packet. (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The Notice of Anticipated Regulatory Action was drafted and is being reviewed by CDSS legal division. The proposed regulations address training requirements for new child welfare staff and supervisors and ongoing training for all staff. |
| Monitor the implementation of ongoing training requirements. | 06/05 | <p>CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p>See above tasks.</p> |
| Program Contact: Susan Nisenbaum | | |

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Systemic Factor 4, Item 34

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| Improvement Goal: A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005 | June 30, 2005: |
| Frequency of Measurement: Progress will be tracked quarterly | Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: See tasks reported below June 2005: |
| Determination of Goal Achievement: This goal will be met when a standard core curriculum is developed and all caregivers are trained. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 4, Item 34 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| Action Step 1: The CDSS will work with the counties, community colleges, and other children’s stakeholders to develop learning outcomes/objectives for caregivers/resource families. This process will consider differing needs of different caregiver groups. | | |
| The CDSS will convene a workgroup to identify and assess caregiver/resource family training needs, existing statewide caregiver/resource family training including, training curricula and delivery systems. | 09/03 | CDSS and the Chancellor’s Office will jointly identify members of the statewide caregivers/resource family training workgroup (09/03) Completed 9/03. CDSS and the Chancellor’s Office have identified members of the “Resource Family Training Workgroup”. <input checked="" type="checkbox"/> Completed. The first meeting of the workgroup was held on September 30, 2003, and the group began the process of developing a statewide survey to identify the current curricula being utilized by counties and community colleges to train foster parents and relative caregivers. |
| The CDSS, in conjunction with the workgroup, will conduct a comprehensive statewide survey of current | 12/04 | The workgroup will convene to develop the statewide survey and assessment (09/03) <input checked="" type="checkbox"/> Completed. Workgroup was convened. |

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| <p>caregiver/resource family training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties</p> | | <p>The workgroup will convene to assess the survey information and begin the process of developing recommendations for learning outcomes/objectives and other training (12/03) <input checked="" type="checkbox"/> Completed.</p> <p>The CDSS will conduct a statewide caregiver/resource family training needs assessment. (03/04) <input checked="" type="checkbox"/> Completed. The workgroup reviewed the survey information and has analyzed it.</p> <p>The CDSS will analyze and make recommendations as to any needed changes to caregiver/resource family training. (12/04) <input checked="" type="checkbox"/> Completed. The workgroup reviewed the survey information and has analyzed it. Forty-one learning outcomes/objectives have been developed. (These were provided to Region IX staff last quarter.) The testing of the learning outcomes/objectives is in process and should be completed shortly.</p> |
| <p>Learning outcomes/objectives will be implemented for caregivers/resource families statewide</p> | <p>06/05</p> | <p>In consultation with the workgroup, CDSS will adopt learning outcomes/objectives that include the caregiver's role in good case planning, and will develop materials and a plan for implementation by the counties and the community colleges (06/04) <input checked="" type="checkbox"/> The learning outcomes/objectives have been completed. CDSS is in the process of consulting with CWDA about piloting the learning outcomes/objectives. A training plan will be developed after the pilot is completed.</p> <p>CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the learning outcomes/objectives (06/04) <input checked="" type="checkbox"/> CDSS has been working with the FKCE, and will continue to utilize them and other resources to support implementation of the learning outcomes/objectives.</p> |

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| | | <p>A minimum of three counties/community colleges will field test the learning outcomes/objectives and provide feedback on any needed revisions (12/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Field tests on the learning outcomes/objectives are in process and should be completed by mid-January. The necessary modifications/revisions will be identified at that time. <input checked="" type="checkbox"/> Completed. Field testing has been completed on the learning outcomes/objectives, and feedback provided. <p>By March 2005, CDSS will issue an ACIN providing the Learning outcomes/objectives to counties and recommend that they use to train all new licensed caregivers/resource families, and for orientations/training for relative caregivers. The ACIN will specifically include using the placement agreement with the caregiver (especially relatives) to ensure, as part of good case planning, that the needs of the child in that placement are being addressed, and that appropriate training is provided to the caregiver to meet the needs of that child. This emphasis on good practice will also be incorporated into the core training curriculum (3/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All County Letter 05-06 has been developed, and is in the sign off process. It should be released soon. <p>CDSS will provide technical assistance to facilitate implementation of the learning outcomes/objectives (3/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The ACL has been presented to CWDA's Children's Operations Committee, and information was provided to county staff at that meeting. Technical assistance will be provided in response to inquiries (via phone, e-mail and/or in writing). <p>In consultation with the Chancellor's Office of the California Community Colleges, CDSS will identify the number of relative</p> |

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| | | <p>caregivers participating in training given by community colleges (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>The CDSS will report quarterly on the achievement of these tasks (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> |
| The CDSS, in consultation with the participants of the Melding project, will determine if regulations are necessary. | 06/05 | <p>The CDSS will report on the status of this benchmark (06/05)</p> <p>No report due this quarter</p> |
| Action Step #2: Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county. | | |
| The CDSS will provide technical assistance to help counties implement their plans | 06/05 | <p>CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04)</p> <p><input checked="" type="checkbox"/> Completed. As part of the Self Assessment process, counties were given instructions to describe the support services and resources available to caregivers in the county.</p> <p>CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04)</p> <p><input checked="" type="checkbox"/> Completed. See Item 31 for training and technical assistance provided to counties in the development of their Self Assessments and SIPs.</p> |
| The CDSS will review and approve county plans after submittal and monitor implementation of the caregiver component | 06/05 | <p>CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component (09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> County System Improvement Plans (SIPs) were due on September 30, 2004. All counties have submitted their SIPs.</p> <p><input checked="" type="checkbox"/> CDSS has received all of the SIPs. A SIP approval letter has been drafted and is being reviewed. CDSS staff conducted a preliminary review of the SIPs for the 10 largest counties to identify strategies to address the needs of caregivers. The strategies identified include: meeting with caregivers to gather specific information on the type of supportive services</p> |

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| | | <p>they need; identifying existing services available and coordinating those services to best meet the needs of the child(ren) and caregiver; utilizing Family to Family activities to provide support services to caregivers; and continuing training, respite care and support for emotional and behavioral needs of caregivers.</p> <p><input checked="" type="checkbox"/> A conference call was held this quarter with 9 of the 11 largest counties in California in which they discussed their strategies related to recruitment, retention and support of foster parents.</p> |
| <p>Program Contact: Action Step 1: Susan Nisenbaum; Action Step 2: Pat Aguiar</p> | | |

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Systemic Factor 5, Item 36

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| <p>Improvement Goal: Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.</p> | <p>June 30, 2005:</p> |
| <p>Frequency of Measurement: Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.</p> | <p>C-CFSR Quarterly Data: March 2004 June 2004: Sept 2004: Dec 2004: March 2005: See tasks reported below June 2005:</p> |
| <p>Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.</p> | <p>Date Improvement Goal Achieved: As of March 2005, 46.5% of the counties (27) have already addressed at least one identified service need. Date all Action Steps completed: 3/31/05</p> |

| <p>Systemic Factor 5, Item 36 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
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| <p>Action Step 1: The CDSS will develop and implement a framework for a differential response system as part of the CWS System Improvement. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 & 4; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2a</p> | | |
| <p>Action Step #2: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps(Cross-reference to Systemic Factor 5, Item 37)</p> | | |
| <p>All county Self Assessments will be complete by 06/04.</p> | <p>06/04</p> | <p>Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self Assessment plans. (06/04) <input checked="" type="checkbox"/> Completed. County self assessments were due to CDSS by June 30, 2004. CDSS has received all 58 county self assessments, and the self assessments have been reviewed. (See Item 31 for more detail.)</p> |
| <p>All county SIPs will be complete by 09/04.</p> | <p>09/04</p> | <p>CDSS will compile the promising practices deployed in high</p> |

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| | | <p>performing counties as identified in their self-assessments. (07/04)</p> <p><input checked="" type="checkbox"/> Completed. Promising practices have been identified.</p> <p>CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04)</p> <p><input checked="" type="checkbox"/> County self assessments were due to CDSS by June 30, 2004. CDSS has received all 58 county self assessments, and the self assessments have been reviewed. (See Item 31 for more detail.)</p> <p><input checked="" type="checkbox"/> County System Improvement Plans (SIPs) were due on September 30, 2004. As of 10/1/04, 55 counties have submitted their SIPs, and the remaining counties have requested extensions. Those that have been received are being reviewed by CDSS staff.</p> <p><input checked="" type="checkbox"/> A preliminary review of the SIPs indicates gaps primarily in mental health treatment services, substance abuse services and services for families at risk/involved in family violence. Continued review will further refine the identification of service gaps, how counties propose to address the gaps and the associated technical assistance.</p> <p><input checked="" type="checkbox"/> In reviewing the SIPs for the 10 largest counties, counties discussed the need for fairness and equity across all items. Some counties identified service needs specifically for youth, Native American and/or African American Children. These included the need to enhance aftercare services for youth transitioning into adulthood, and the need for culturally appropriate, community based services. For example, San Francisco County has adopted several measures, including a youth initiative to ensure that all youth have a plan that guarantees housing, employment, education, training and healthcare. San Francisco Department of Human Services</p> |

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| | | <p>Family and Children Services (SFDHS FCS) has partnered with Larkin Street Youth Services to begin implementing AB 427, which created the Transitional Housing Placement Program for Emancipated Foster/Probation Youth and has partnered with other local organizations to increase scholarship funds and to create Individual Development Accounts for former foster youth. SFDHS FCS has also reorganized and expanded its Independent Living Program to coordinate with One-Stop Employment Centers, to expand its services to youth as young as 14, and to create an after-care advisor position. SFDHS FCS has also joined the Honoring Emancipated Youth collaborative. San Francisco has also recently been chosen as one of four pilot sites for the Youth Transitions Initiative, a new strategy of Family to Family. Kern County is exploring funding for parenting classes in the outlying areas that are culturally, linguistically and cognitively appropriate.</p> <p><input checked="" type="checkbox"/> In reviewing 41 of the county SIPS for identified service gaps and needs, the most commonly identified need by counties was for additional placement options for children placed in care or transitioning out of foster care (68%), followed by educational services (39%), mental health resources (36%) and substance abuse (34%). (Chart provided to Region IX). Counties specifically identified the need for more placement options for children with special needs, emancipating youth, foster adopt homes and foster family homes.</p> <p><input checked="" type="checkbox"/> Counties identified a need for more mental health assessments and for treatment services for non-MediCal eligible families. Some counties expressed the need for more pediatric resources for children with serious emotional, physical or developmental issues. Also noted were the need for services for children with reactive attachment disorder and for providers that</p> |

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| | | <p>treat infants and toddlers.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Counties identified a need for more collaboration between schools & CWS, and increase educational services for emancipating youth. Counties identified the need for more supportive and preventive services for substance abuse for Adults and children. Some counties expressed the need for more detox, assessment, treatment services and options for youth. <input checked="" type="checkbox"/> Of the 41 counties that identified service needs, 27 counties (63%) have already addressed at least one identified service need. Of the 27 counties, about 85% (23 counties) will have addressed at least one identified service need by June 30, 2005. |
| <p>CDSS will monitor and document county progress in transferring promising practices</p> | <p>06/05</p> | <p>High priority counties will include in their SIPs₁ actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> County system improvement plans (SIPs) were due on September 30, 2004. As of 10/1/04, 55 counties have submitted their SIPs, and the remaining counties have requested extensions. Those that have been received are being reviewed by CDSS staff. <input checked="" type="checkbox"/> Completed. In almost every SIP, counties identified a need for additional resources whether it is additional staffing or development of community based services to support the families. In at least three counties, there were specific funding requests made. <p>CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As noted above, the initial County system improvement plans (SIPs) were due on September 30, 2004. The next |

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| | | <p>annual SIPs will be due on September 30, 2005.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In addition, the self assessments were reviewed to identify performance levels; analysis of performance; strengths and needs of the county; and strategies used or needed to maintain or to improve performance. The review of the self assessment is also being used to identify the outcomes the county will focus on to improve performance via the SIP, as well as identify areas to be explored during the PQCR. <input checked="" type="checkbox"/> A preliminary review of the SIPs indicates gaps primarily in mental health treatment services, substance abuse services and services for families at risk/involved in family violence. Continued review will further refine the identification of service gaps, how counties propose to address the gaps and the associated technical assistance. <input checked="" type="checkbox"/> Completed. CDSS has received all 58 county SIPs. CDSS has been monitoring county progress toward completion of the county strategies. Counties will not be required to submit their annual update to the SIP until the fall of 2005. <p>Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> During the quarter, CDSS and county staff began development of methodologies to create the State enhanced outcome measure reports related to well-being, such as the medical and education outcomes required pursuant to AB 636. The task is proceeding as part of the on-going responsibilities of the State/County AB 636 Data Workgroup. Most of the data necessary to produce the State well-being measures is in CWS/CMS. |

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| | | <p>However, some CWS/CMS changes are required to document data elements related to some aspects of the enhanced State measures. Those changes were identified and submitted as part of our PIP related changes to the ACF, Office of State Systems for approval where they are currently under review.</p> <ul style="list-style-type: none"> <li data-bbox="1087 545 1871 1045"> <input checked="" type="checkbox"/> The Data Workgroup continues to meet on a bi-weekly basis. Work in the last quarter has focused on developing well-being measures for health, specifically determining when a child has received a dental and health screening. For mental health, the workgroup is exploring the usage of the psychotropic medication fields and services. Finally, with regard to education, the workgroup continues to explore the ability of CWS/CMS to capture the percent of children who have received IEPs. All work is ongoing at this point. The counties involved have received data runs for each of these measures and are identifying areas that will need further instructions issued on proper data entry and/or clarification. To date work has been completed on both ICWA indicators. <li data-bbox="1087 1052 1856 1187"> <input checked="" type="checkbox"/> ACF has approved development of CWS/CMS changes to improve documentation of well-being information. Implementation of the CWS/CMS changes are anticipated in the Fall of 2005. <li data-bbox="1087 1193 1871 1328"> <input checked="" type="checkbox"/> CWS/CMS design changes have been finalized and approved. System reprogramming has begun with implementation of changes scheduled for November 2005. |

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| <p>Action Step #3: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 37)</p> | | |
| <p>Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.</p> | <p>10/03</p> | <p>Completed. The Family Strengths Training Institute was held October 27-28, 2003 in Sacramento, CA. Over 80 workshops were presented and approximately 750 people attended the institute. In addition to the two day institute, a special Family Violence Response Team Symposium was offered on October 29 for those professionals interested in creating and developing collaborative family violence response teams. The evaluations for the institute were overwhelmingly positive. The attendees appreciated the variety of workshops, the abundant resource material, the opportunity for networking with their peers and the overall organization of the institute.</p> |
| <p>Action Step #4: CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #5: The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.</p> | | |
| <p>A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.</p> | <p>06/03</p> | <p>Completed. The RFP was issued and awarded. The grant was awarded to San Diego Children's Hospital and has been approved by the State.</p> |
| <p>An Evidence-Based Practice Clearinghouse and Advisory Body will be developed</p> | <p>09/04</p> | <p>A draft of the proposed advisory group has been developed. A meeting in November 2004 will determine advisory group membership. Quarterly meetings will be scheduled; dates will be determined by the advisory group. Membership, by both CDSS and CWDA, has been identified and is</p> |

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| | | <p>representative of CWS expertise at both the California and National levels. A February 2005 convening is scheduled at which time the membership will begin to develop selection criteria and determine a process for prioritizing topic areas. These areas will be the basis of the best practices clearinghouse.</p> <p>Update: Completed. In FFY 04 the OCAP Evidence Based Clearinghouse Grant was awarded to Children's Hospital of San Diego. An advisory committee structure of sixteen culturally diverse members including members of the former CWS Redesign, was drawn from a broad selection of researchers, practitioners, training academies, California Child Welfare Directors Association, community agencies, foundations, and experts in the field of child welfare services with final approval by California Department of Social Services .</p> <p>The Advisory Committee guides the development and management of the Clearinghouse by establishing criteria for selecting practices for inclusion and removal of practices in the Clearinghouse and will approve submitted evidence based practices for dissemination process. Various methods of dissemination will include, but will not be limited to video teleconferences, listserv, public affairs communication.</p> <p>The Committee had its first meeting on February 11, 2005. Eleven topics were nominated for initial review and classification. The topics are prioritized according to relevance to safety and permanency outcomes:</p> <ol style="list-style-type: none"> 1. Parent Training Programs 2. Parental Depression 3. Substance Abuse 4. Domestic/Intimate Partner Violence 5. Abuse in out-of-home care 6. Post-adoption (post finalization) Services 7. Reunification Services (pre-return and post-unification) |

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| | | <p>8. What keeps kids out of care? (Pre-removal; Family Preservation) 9. Housing/Homelessness 10. Youth Transition 11. Trauma Treatment for Children in Foster Care</p> <p>Each category will provide links to other interventions, clinical issues, behavior and resources. The Committee will consider overall effectiveness, impact and usefulness in relationship to the specific topic research. Parental Depression, Substance Abuse, Domestic/Intimate Partner Violence were identified as the Big Three clinical issues associated with parents referred to child welfare services. A link in that category will show clinical issues related to parental behavior that increases or decreases child safety and risk.</p> |
| <p>Program Contact: Action Steps 1- 5: Susan Nisenbaum</p> | | |

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Systemic Factor 5, Item 37

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| <p>Improvement Goal: Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.</p> | <p>June 30, 2005:</p> | |
| <p>Frequency of Measurement: Progress will be tracked using the quarterly C-CFSR reports and completion of action steps</p> | <p>C-CFSR Quarterly Data:</p> <p>March 2004: June 2004: Sept 2004: Dec 2004:.</p> <p>March 2005: Service gaps will be identified in county SIPs. June 2005:</p> | |
| <p>Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.</p> | <p>Date Improvement Goal Achieved: As of March 2005, 46.5% of the counties (27) have already addressed at least one identified service need.</p> <p>Date all Action Steps completed:</p> | |
| <p>Systemic Factor 5, Item 37 Action Steps/Benchmarks</p> | <p>Projected Dates of Completion</p> | <p>Tasks</p> |
| <p>Action Step 1: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) Status reported in Safety Outcome 1, Item 2A</p> | | |
| <p>Action Step #2: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9</p> | | |

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Action Step #3: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps **(Cross-reference to Systemic Factor 5, Item 36)**

Status reported in Systemic Factor 5, Item 36

Action Step #4: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. **(Cross-reference to Systemic Factor 5, Item 36)**

Status reported in Systemic Factor 5, Item 36

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

Status reported in Safety Outcome 1, Item 2b

Program Contact: Action Steps 1 – 4: Susan Nisenbaum;

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Systemic Factor 7, Item 42

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| Improvement Goal: The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes. | June 30, 2005: |
| Frequency of Measurement: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy | Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: Dec 2004: March 2005: See tasks reported below June 2005 |
| Determination of Goal Achievement: County and state staff receive consistent training and all action steps are complete. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 7, Item 42 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| Action Step 1: The State has instituted a formal process for relative approvals. | | |
| CDSS developed and implemented the relative approval assessment process | 06/03 | Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02) <input checked="" type="checkbox"/> Completed. The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03) <input checked="" type="checkbox"/> Completed. The regulations were approved by the State Office of Administrative Law on July 23, 2003. CDSS issued ACLs and CFLs to provide instructions for the process until regulations are in place. Clients have a formal appeal process to |

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| | | <p>resolve disputes. (08/02, 11/02, 12/02 & 06/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. An ACL was issued 6/03; a CFL regarding deferral was issued 10/14/03. |
| <p>CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring</p> | <p>06/05</p> | <p>CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Monitoring is ongoing, and as of 10/22/04, all 58 counties have been reviewed online. <input checked="" type="checkbox"/> Update: Fifty three final county reports have been completed and mailed. Five county reports are in the process of being finalized. Forty- two counties have submitted and received approval on their corrective action plans. Ten counties were not required to submit corrective action plans. <p>Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Monitoring is ongoing and as of 4/1/04, counties have been reviewed to a statistically valid sample of all children placed in relative and non-related extended family member (NREFM) homes. <p>Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All County Fiscal Letter 03/04-20 provided claim adjustment instructions to counties pertaining to case review findings associated with the relative placements/NREFM monitoring process. |

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| | | <input checked="" type="checkbox"/> Counties continue to be identified by CDSS policy staff through examination of the monitoring review results both before and after any rebuttal submissions by counties. Through this means, staff provided technical assistance based on specific findings. (See tasks below). |
| Action Step #4: CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards. | | |
| Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes | 06/05 | <p>CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02)</p> <input checked="" type="checkbox"/> Completed 8/02. <p>The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes beginning 6/03. (06/05)</p> <input checked="" type="checkbox"/> Completed 6/03. See task below for update. |
| Training will be provided to all newly hired state and county foster care licensing staff on the licensing/approval standards for foster family homes. | 06/05 | <p>CDSS conducted 31 statewide training sessions for county staff related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05)</p> <input checked="" type="checkbox"/> Completed. CDSS contracted with subject matter experts to provide training and technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation. This contract came to an end last quarter, and this quarterly technical assistance has continued with daily telephone inquiries and responses to counties. <input checked="" type="checkbox"/> Update: Work has begun this quarter on the development of ASFA training to be incorporated into the Training |

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| | | <p>Academies curriculum. In addition, through the cooperative efforts of Community Care Licensing, statewide training sessions have begun started this quarter on the exemption process for licensing and relative approval workers.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Update: The statewide training sessions this quarter for the Criminal Record Exemption Training were held on October 5, October 13, October 22, October 27, November 1, November 4. Statewide training sessions were also held this quarter on October 6, October 14, October 21, October 28, November 2 for the Statement of Facts and Evidence Training. <p>CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <input checked="" type="checkbox"/> New licensing staff has been hired in recent months; therefore, academies are being held for the new staff. |
| <p>Program Contact: Action Steps 1 & 2: Pat Aguiar</p> | | |

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Systemic Factor 7, Item 44

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| Improvement Goal: Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005. | June 30, 2005: |
| Frequency of Measurement: Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs | |
| Determination of Goal Achievement: The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care. | Date Improvement Goal Achieved: Date all Action Steps completed: |

| Systemic Factor 7, Item 44 Action Steps/Benchmarks | Projected Dates of Completion | Tasks |
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| <p>Action Step #1: Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. (Cross reference: Item 2A, Action Step 1; to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44)</p> <p>Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross-reference: Systemic Factor 2, Item 25)</p> | | |
| <p>Action Step #2: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) Status reported in Safety Outcome 1, Item 2b</p> | | |
| <p>Action Step #3: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross reference to Safety Outcome 1, Item 2b, Action Step 8)</p> | | |

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| CDSS will issue an ACIN | 01/04 | CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04) <input checked="" type="checkbox"/> Completed. CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003. |
| CDSS will work with the NRC to develop a plan to implement their report recommendations | 01/05 | CDSS will begin follow-up on report recommendations by coordinating with LA County on report recommendations. (01/05) <input checked="" type="checkbox"/> Completed. CDSS has had discussions with Los Angeles County. In June 2004, information regarding race/ethnic information on foster parents by county was given to the NRC, which is currently providing technical assistance to the State. |
| Action Step #4: To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents. | | |
| Develop capacity to collect data | 12/03 | CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03) <input checked="" type="checkbox"/> Capacity to collect data has been developed. |

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| Collect race/ethnic information on foster and adoptive parents. | 06/05 | <p>Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS will share available data at the CWDA regional meeting beginning in the next quarter. <input checked="" type="checkbox"/> CDSS met with the Bay Area Regional CWDA counties (25 total) on 12/14/04 and discussed recruitment that reflects the make-up of the foster care population and disproportionality. <input checked="" type="checkbox"/> Update: CDSS met with the Bay Area Regional CWDA counties (25 total) and discussed recruitment that reflects the makeup of children in care. Please see the attached minutes for the conference call with 9 of the 11 largest counties. Please note that the California Information Practices Act, California Civil Code section 1798.14 states, “Each agency shall maintain in its records only personal information which is relevant and necessary to accomplish a purpose of the agency required or authorized by the California Constitution or statute or mandated by the federal government.” In a foster family home application for licensure, an applicant’s ethnicity is not “relevant and necessary” to be licensed. There, this information is not collected or maintained by the Department in the licensing information system. To do so could be a violation of State law, absent a superceding federal law. |

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| Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county | 09/04 | <p>Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> County self assessments and self improvement plans have been prepared and submitted, and are currently being reviewed for recruitment information. <input checked="" type="checkbox"/> Update: A conference call was held with 9 of the 11 largest counties in California which included discussion of their strategies related to recruitment, retention and support of foster parents. |
| CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care | 06/05 | <p>CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> County self assessments were due by June 30, 2004, and have been reviewed. County SIPs were due September 30, 2004, and are in the process of being reviewed by CDSS staff. <input checked="" type="checkbox"/> CDSS reviewed 14 SIPs, 9 have recruitment strategies to recruit resource families that reflect the make-up of children in care. San Francisco County completed the Disproportionality Project in November 2004. Report was completed in association with the Stuart and Annie E. Casey Foundations and was submitted to the Board of Supervisors in December 2004, and released to the public. In November 2004, CDSS co-sponsored a two-day Leadership Symposium on Fairness and Equity in California's Child Welfare System with CalSWEC, CWDA and the Child and Family Institute of California. <input checked="" type="checkbox"/> Update: A conference call was held with 9 of the 11 largest counties in California which included discussion of their strategies related to recruitment, retention and support of foster parents. |

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| <p>Action Step #5: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 6</p> | | |
| <p>CDSS will review the C-CFSR self assessments for recruitment strategy</p> | <p>12/04</p> | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. CDSS has reviewed the SIPS. In a more in-depth review of 14 SIPs, 9 identified recruitment strategies to recruit resource families that reflect the make-up of children in care. Some counties identified media outreach as part of their strategy. Others identified faith based outreach efforts, targeted recruitment, education of the community on the need for foster parents and the children who need homes, and identifying regulatory and statutory changes needed to support goals as part of their strategies. <input checked="" type="checkbox"/> Update: A conference call was held with 9 of the 11 largest counties in California which included discussion regarding their strategies related to recruitment, retention and support of foster parents. |
| <p>Action Step #6: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Action Step #7: CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9</p> | | |
| <p>Program Contact: Action Step 1: Wes Beers; Action Steps 2, 3, 4, 5 & 7: Pat Aguiar; Action Step 6: Susan Nisenbaum</p> | | |