

California Outcomes and Accountability System

County of San Diego 2009-2012 Child Welfare System Improvement Plan



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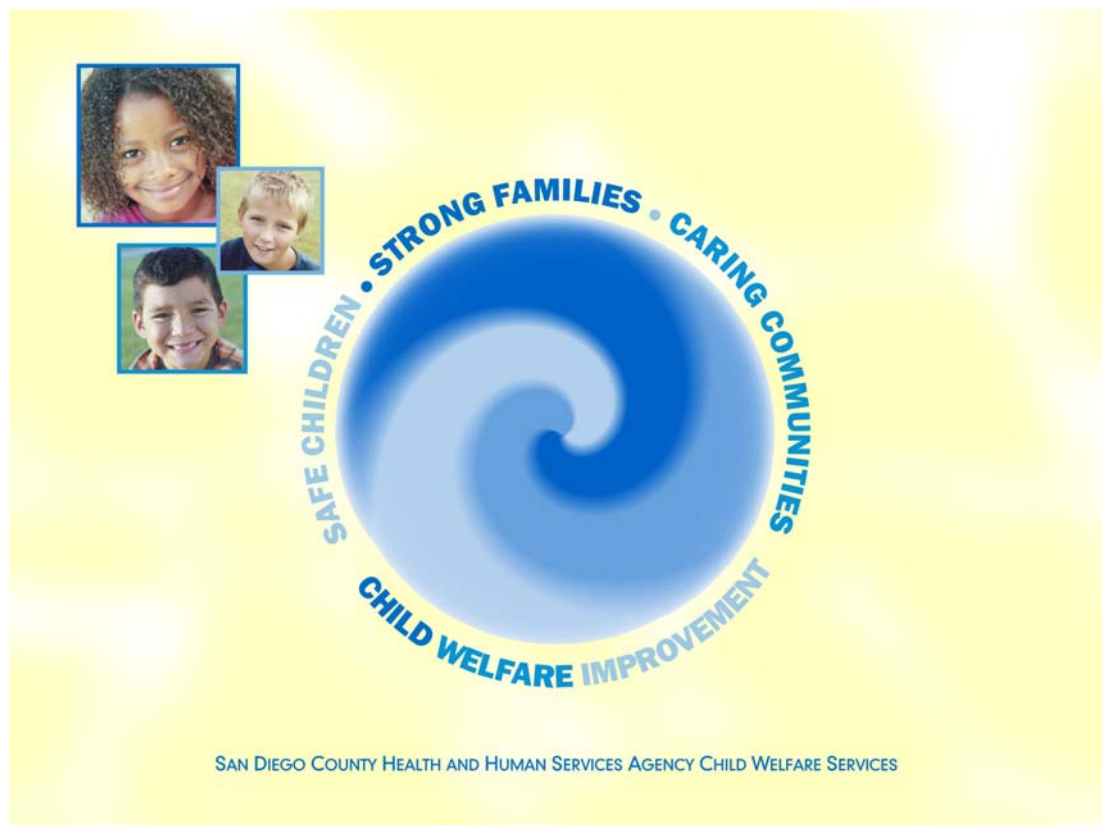


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- n. Children's Trust Fund
- o. CAPIT/CBCAP/PSSF Expenditure Summary
(Attachment H)

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ATTACHMENT A- PQCR Executive Summary

ATTACHMENT B- CSA Executive Summary

ATTACHMENT C- BOS resolution approving the SIP and identifying the Commission, Board or Council for administration of the Counties Children's Trust Fund (CCTF) pursuant to Welfare and Institutions Code Section 18965 et. seq.

ATTACHMENT D-BOS resolution establishing a Child Abuse Prevention Council (CAPC) pursuant to Welfare and Institutions Code Section 18980 et seq.

ATTACHMENT E- Copies of the following rosters:

- The CAPC roster
- CCYF Commission roster

ATTACHMENT F- Notice of Intent that identifies the public agency to administer the CAPIT/CBCAP/PSSF Plan pursuant to Welfare and Institutions Code, Section 16602 (b) requires that the local Welfare Department shall administer the PSSF Program and also confirms the county's intent to contract with public or private nonprofit agencies.

ATTACHMENT H- CAPIT/CBCAP/PSSF Expenditure Plan Worksheets

ATTACHMENT I- Program Description

ATTACHMENT J- CBCAP Evidence Based & Evidence Informed Practices Checklist

ATTACHMENT K- 2006-2009 SIP Accomplishments

References

California's Child and Family Services Review System Improvement Plan	
County:	County of San Diego
Responsible County Child Welfare Agency:	Health and Human Services Agency, Child Welfare Services
Period of Plan:	05-02-09 thru 05-01-12
Period of Outcomes Data:	Quarter ending: June 30, 2008
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Introduction

The County of San Diego 2009-2012 System Improvement Plan (SIP) report includes two parts:

- **Part I-System Improvement Plan Narrative and Matrix** provides information to explain the basis for the decisions made regarding the outcomes selected by Child Welfare Services and Juvenile Probation for the 2009-2012 SIP. It includes a background on the California Outcomes and Accountability System (COAS) process and presents the findings from the recent Peer Quality Case Review (PQCR) and County Self Assessment (CSA), highlighting the connection to the CWS/Probation matrix section of the SIP. The matrix outlines the SIP goals, improvement strategies, milestones, timelines and assigned leads.
- **Part II-Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) Three-Year Plan:** contains the consolidated requirements for counties seeking CAPIT/CBCAP/PSSF funds.

This year's SIP process would not have been possible without the assistance and contributions of all CWS stakeholders that participated in this year's SIP development process. A complete list of all SIP participants is included in the front of this report. As required, the 2009-2012 County SIP and CAPIT/CBCAP/PSSF 3-Year Plan was submitted to the Board of Supervisors (BOS) for approval prior to submission to the State. Board approval verifies that public, private and community partners were involved in the development of these reports.

PART I- SYSTEM IMPROVEMENT PLAN NARRATIVE

Background

Pursuant to AB 636, effective January 2004, a new Child Welfare Services Outcome and Accountability System began operating in California. It focuses primarily on measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being. The new system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes.

This new California Outcomes and Accountability System (COAS), previously known as the California Child and Family Services Review (C-CFSR), includes three processes which together provide a comprehensive picture of County child welfare practices. Since 2005, the California Department of Social Services (CDSS) aligned the COAS triennial cycle so Counties are staggered. The Peer Quality Case Review (PQCR) is the first component of the COAS process, followed by the County Self Assessment (CSA) and finally the SIP. The current process requires the County to partner with their community and prevention partners to develop a SIP that focuses on services to families from prevention through the continuum of care.

In June 2008, the State All County Information Notice (01-41-08) introduced new guidelines to integrate the COAS, with the Child Abuse Prevention, Intervention and

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Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan.

In the County of San Diego, Child Welfare Services (CWS) is the primary County entity responsible for providing child welfare services to families experiencing child abuse and neglect. Juvenile Probation is the department responsible for providing child welfare services to children involved in the County's juvenile delinquency system and placed in out-of-home care. The San Diego County Commission on Children, Youth and Families (CCYF) duties are related to child abuse and neglect prevention and intervention services and CCYF is an active participant in the development of the SIP. Community-based prevention network partners provide consultation on CAPIT/CBCAP/PSSF fund-related activities regardless of whether that activity will affect a COAS outcome. Their primary role is to provide input in the areas of child abuse prevention and intervention regardless of whether or not the child or family has received child welfare or probation services.

Because CWS and Juvenile Probation play an important role in providing child welfare services to children and families, both worked, along with the San Diego County Commission on Children, Youth and Families (CCYF) and the California Department of Social Services (CDSS), to plan, co-chair and complete COAS process.

Peer Quality Case Review

The first step, the Peer Quality Case Review (PQCR) replaces the Division 31 compliance audit. The purpose of the PQCR is to learn, through intensive examination of County social work and probation officer practice, how to improve child welfare and probation services and practice. The County of San Diego completed its first PQCR in April 2005.

In April 2008, the County conducted its second PQCR. CWS, Probation, peer reviewers from other counties, community partners from the County Office of Education and Native American child welfare experts representing the local tribes were invited. The County of San Diego, CWS Management team made the decision that the Native American cases need to have cultural experts as part of the review team. Therefore, the County of San Diego collaborated with local Native American child welfare experts to develop a Native American review team. The County of San Diego was one of the first counties in the State to have a Native American focus team for the PQCR. The focus areas for the PQCR were Recurrence of Maltreatment for CWS and Adult Transitioning for Juvenile Probation. The final PQCR Report was submitted to the State on July 10, 2008. The 2008 PQCR Executive Summary is included in **Attachment A**. The following section discusses the areas that were identified through the PQCR process.

Child Welfare – Recurrence of Maltreatment of Children Under Six Years of Age

In the planning process of identifying referrals for review, two salient points were identified and were noted to address in the future:

- Early identification and ethnic coding in the CWS Case Management System for children and parents, particularly in reference to Native American families

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- Assignment of duplicate referrals

Both of these items are being addressed through continuous training with staff at the CWS hotline.

There were three themes which impact the recurrence of child maltreatment that were collected from information gathered from focus groups and interviews.

- Investigation of allegations of emotional abuse, as a result of domestic violence, especially in families in the military. Social Workers indicated the current domestic violence policy presents challenges and obstacles to serving these families. Recommendations include a review of current domestic violence (DV) policy and its impact on practice and a dialogue with County Counsel regarding the best way to protect children in this situation.
- A review of CWS policies, procedures; and protocols began in December 2008 and a countywide workgroup formed in March 2009 to revise the CWS DV Protocol. This workgroup consists of representatives from CWS staff, County Counsel, and the military liaison. Community input will be solicited as the protocol finalizes.
- Limited time allotted to complete an investigation and close a referral, (30 days) is challenging to engage the family, link to services and ensure the services are in place. Recommendations include consulting with CDSS regarding the pros/cons for utilizing expanded timeframe of 60 days to complete investigations.
- Training for social workers and supervisors through the County and the Public Child Welfare Training Academy (PCWTA) to enhance skills to work better with children, youth and families. Recommendations include providing training within regions to provide better access for all to attend and improve Indian Child Welfare Act training to include regulations but also available resources for Native children and families.
- This training is also being discussed with the California Disproportionality Project (CDP) team on the Native American which formed in September 2008.

Probation – Transition to Adulthood

The following themes from the PQCR focus groups and interviews were identified for Probation:

- Identification of a general lack of knowledge among the probation officers of the roles and responsibility of Child Welfare social workers, Independent Living Skills (ILS) workers as well as, ILS resources. Recommendations included cross-training between CWS, ILS and Probation to increase knowledge and communication between disciplines. One SIP strategy will be to partner with CWS ILS staff, educational and vocational resources, mentors, Tribal representatives and ILS providers, during quarterly meetings, to improve access to ILS resources by probation youth.
- Improve the transfer and referral process within Probation to include the provision of full documentation. Recommendations included adopting a policy for transfer and referral process to include full documentation and to explore the idea of holding Independent Readiness conferences as currently done in CWS. This latter item will be explored through the use of FY 2009-2010 CWSOIP dollars.

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- During the PQCR process, it was identified that the placement unit probation officer does not complete the Transitional Independent Living Plan (TILP) or any other assessment documents to assist in preparing youth for exiting the system. Recommendations included the regular use of the TILP among probation officers as well as introducing another form of assessment of the youth to target specific needs and identify strengths.

County Self Assessment

The County Self-Assessment (CSA) is the next step in the COAS process. The CSA is driven by a focused analysis of child welfare data. This process also incorporates input from various child welfare constituents. The County of San Diego County completed its first CSA in June 2004, a modified CSA in March 2006 and the most recent CSA was completed in September 2008. The 2008 CSA Executive Summary is included in **Attachment B**.

The 2008 CSA was in accordance with the California Department of Social Services (CDSS) All County Information Notice (ACIN) 1-41-08, that requires counties to integrate the Child Abuse Prevention funds needs assessment with the COAS process. Previously, the COAS focused solely on the analysis of the federal and state outcome measures and systemic factors within the context of the county's demographic profile. The new comprehensive COAS process expands this examination to include active participation of the county's prevention network partners in the identification of the community's need for prevention and community-based services. The integration eliminated duplicate efforts and maximized county and community resources. The 2008 CSA had over 200 representatives including parents, former foster youth, foster parents, and other stakeholders from public, private and community agencies involved in the child welfare and juvenile probation foster care system.

The CSA workgroups convened for three community meetings to discuss and develop recommendations as to where the County should focus its child welfare improvement efforts for the 2009-2012 SIP. CSA stakeholder focus groups were also conducted with parents, former foster youth, relative caregivers and law enforcement personnel. The focus groups provided additional information and insured that all stakeholder input was gathered.

In the past, counties were expected to deliver two separate documents: the County Self Assessment (CSA) Report and the Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP) and Preservation Safe Stable Families (PSSF) Three Year Plan, which requires a needs assessment. The comprehensive CSA streamlined this requirement by integrating the needs assessment from the CAPIT/CBCAP/PSSF Plan into the CSA. On December 9, 2008 (6), the County Board of Supervisors approved and certified the CSA Report, which was submitted to the State on January 2, 2009. Approval of this plan by the state was received on February 25, 2009.

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System Improvement Plan (SIP)

The third and principal component of the COAS process is the County System Improvement Plan (SIP). The SIP serves as the operational agreement between the County and the State, outlining how the County will improve its system to provide better outcomes for children, youth and families. Quarterly county data reports are the mechanism for tracking a county's progress. Counties who receive State child abuse prevention, intervention and treatment funding are now required to include a CAPIT/CBCAP/PSSF 3-Year Plan with the SIP.

The following principles guide the SIP process:

- The goal of the child welfare system is to improve outcomes for children and families in the areas of safety, permanency and well-being.
- The entire community is responsible for child, youth and family welfare, not just the child welfare agency. The child welfare agency has the primary responsibility to intervene when a child's safety is endangered.
- To be effective, the child welfare system must embrace the entire continuum of child welfare services, from prevention through after care services.
- Engagement with consumers and the community is vital to promoting safety, permanency and well-being.
- Fiscal strategies must be considered that meet the needs identified in the CSA and included in the SIP.
- Transforming the child welfare system is a process that involves removing traditional barriers within programs, within the child welfare system, and within other systems.

2006- 2009 System Improvement Plan

In June 2004, the County submitted the first SIP to the State. In July 2006, a three year SIP was submitted, in line with State requirements. An expanded list of 2006-2009 SIP accomplishments is included in **Attachment K**. The following are a highlight of some of 2006-2009 key SIP accomplishments:

- Expanded Project KEEP, a support program for foster and relative care providers
- Partnered with the Commission on Children Youth and Families (CCYF) Fairness and Equity Workgroup
- Developed the CWS Data Unit and the Quality Assurance Workgroup
- Implemented the following:
 - Comprehensive Assessment and Stabilization Services (CASS)
 - Multi-Systemic Therapy (MST)
 - Team Decision-Making (TDM)
 - Structured Decision Making (SDM)
 - Foster Parent Mentor Program

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2006-2009 SIP Child Welfare Outcome Improvement Projects (OIPs)

Counties receive an annual allocation of Child Welfare Outcome Improvement Projects (OIPs) funding to support SIP goals and strategies. The following is a list of projects that utilized OIPs funds:

Decrease Length of Time to Exit Foster Care to Reunification/Decrease Re-entry into Foster Care:

- “Parents Guide to Juvenile Court Proceedings” DVD
 - County Television Network and CWS staff developed a video (DVD) that will be provided to parents at the time they enter the dependency system to guide them through the Court reunification process.
 - Materials that build on prior CWSOIP projects:
 - Peer Parent Support Groups orientation curriculum
 - “Parents Guide to Child Welfare Services” booklet
- Printed additional copies of the “Parents Guide to Child Welfare Services” booklet (in English and Spanish)
- Purchase licenses for “Efforts to Outcomes” and “Business Objects” databases to track services delivered and outcomes for contracted home visitation services provided to families in the reunification process.
- Regional Projects specific to community needs:
 - Development of art boxes and activities that social workers can use during visits with parents and their children to instruct the parents how to interact and play with their children in an appropriate manner, encourage parents to prepare their children for school experiences and empower parents with appropriate parenting skills.
 - Provide staff with training on the importance of visitation and how to support the visitation process, understand family dynamics and assess family readiness for unsupervised visitations.
 - Provide staff training on domestic violence and a new practice model for supporting families in changing family dynamics.
 - Materials on the developmental needs of children were purchased to facilitate trainings for childcare staff at Polinsky Children’s Center.

Decrease Child Abuse and Neglect in Foster Care:

- Updating and expanding the “Relative Caregivers/NREFM Manual”
- Regional projects specific to community needs:
 - Conference for foster youth related to self-esteem building and educational/vocational opportunities and guest speaker Antwone Fisher.
 - Provided foster youth with enrichment activities that also provide foster parents and relative caregivers with respite time.
- Provided foster parents with "Foster Parent After-Hours Medical Resource Guide".
- Provided placement social workers with training on utilizing the SDM placement matching tools. Use of this tool will be piloted in one region with relative approvals and in Foster Home Licensing with new foster parents.

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Decrease Time to Adoption:

- Consultant is working with CWS Adoptions and Foster Home Licensing staff to develop a melded home approval process to facilitate adoptions. In San Diego County 86% of adoptive parents are the child's foster parent or relative/NREFM caregiver.

Improve Quality of Data Collection and Quality Assurance Processes:

- Purchased licenses for Child Abuse Hotline recording software
- Purchased licenses/training for web-based informational videos for social worker training and information while in the field.

Probation CWSOIP Projects

Probation has two projects related to the CWSOIP allocation. The first targets minors placed in residential treatment facilities. The project provides travel assistance for families to visit their children and/or attend family therapy sessions within the facility setting when minors are placed outside of San Diego County. The goal is to strengthen family bonds and aid in the family reunification process.

The second project provides family finding services to Probation wards. A contract was signed by Probation and Mental Health Systems. The goal is to provide identification, search and engagement services with family members, relatives and/or significant others for wards referred by the San Diego County Probation Department. The goal is to begin to re-establish communication with family members and create permanent and long term connections.

Both services are provided to juvenile wards and their families and are in line with CDSS goals for enhancing safety, permanency and family well-being for children.

2009-2012 System Improvement Plan Development

The County's Child Welfare Services, Juvenile Probation Department and the Commission on Children Youth and Families (CCYF) completed its third County SIP process in February 2009. The 2009-2012 SIP Planning team began the SIP planning process following the September 2008 CSA. The County contracted with Shared Vision Consultants, to facilitate the SIP work process. The SIP planning team began by developing a SIP Action plan and the planning team met weekly through January 2009.

SIP Workgroups and Stakeholder Forums

On January 13th and January 20th, 2009 the Internal SIP Workgroups were held with CWS, Probation staff and other county department representatives. SIP Workgroup participants were provided information that was gathered during the PQCR and CSA process. In addition, due to the current fiscal environment, the group discussed current best practices and strategies that are showing promising practices in the county. As a result, the SIP workgroups developed a SIP draft that would be presented and discussed at the community SIP Stakeholder Forums.

The SIP Stakeholder Forums took place from January 27th through February 17th, 2009. The forums reviewed and discussed SIP draft goals, strategies and milestones. SIP

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Forum Participants were asked to identify other partners that can assist support improvement areas. The input and comments were collected and incorporated in the final SIP. The complete list of SIP participants is included in the beginning of this report.

In addition to information collected during the COAS process, the SIP goals align with the County's Strategic Plan and Initiatives for 2006-2012. The goals support the County's commitment to provide quality care and supportive services for at risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed. The goals will be achieved by working with stakeholders, to address strengths and needs in key areas of the child welfare system.

2008 PQCR Recommendations

CWS selected the Safety Outcome S1.1 Recurrence of Maltreatment as the focus area for the 2008 PQCR. The PQCR process was completed in April 2008 and CWS began to implement many of the recommendations from the information gathered from focus groups and interviews. Safety Outcome areas are not separated in the 2009-2012 SIP, but are included in other SIP outcome measures. PQCR findings include the following three themes that impact recurrence of maltreatment:

1. The handling of allegations of emotional abuse, as a result of domestic violence, especially in families in the military. Social Workers indicated the current domestic violence policy presents challenges and obstacles to serving these families. CWS has developed a domestic violence policy workgroup to review and update the CWS domestic violence protocol. The domestic violence workgroup continues to meet and is researching ways to best serve families affected by domestic violence. In addition, the domestic violence workgroup includes the CWS Military Liaison and the group is developing ways to address barriers of serving and engaging military families.
2. The limited time allotted to complete an investigation and close a referral, (30 days) is challenging to engage the family, link to services and ensure the services are in place. Recommendations include consulting with CDSS regarding the pros/cons for utilizing expanded timeframe of 60 days to complete investigations.
3. The final CWS theme pertained to training. Workers and supervisors stated in general the training offered through the County and the Public Child Welfare Training Academy (PCWTA) are excellent opportunity to enhance skills to work better with children, youth and families. Recommendations include providing training within regions to provide better access for all to attend and to revise and offer ICWA training to include not only regulations but also available resources. The two identified PQCR recommendation surrounding training in CWS/CMS coding and duplicate referral assignment will also be included in SIP training strategies for social workers.

2009-2012 SIP Outcome Measures and Goals

As a result of the 2008 PQCR and CSA process, the following outcomes were selected as the SIP outcome measures and improvement goals:

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Permanency - Reunification Within 12-months (Exit Cohort)-Measure C1.1

Improvement Goals:

1. Increase the percentage of children who reunify within 12 months by strengthening social work practice to support timely reunification.
2. Increase the percentage of children who reunify within 12 months by improving parent-child interactions.

**Permanency- Placement Stability (Less than 3 Placements in First 12-months)
Measure C4.1**

Improvement Goals:

1. Increase stability of relative placements.
2. Increase stability of foster home placements.

Permanency- Adoption within 24 Months (Exit Cohort) Measure C2.1

Improvement Goals:

1. Decrease the time for completion of "in home" adoption home studies which currently accounts for approximately 86% of adoptions.
2. Improve Concurrent Planning.

**Well Being- Adult Transitioning (Received ILP Services) State Measure 8A
(Probation Outcome)**

Probations' PQCR focus area was Adult Transitioning. Clear themes from the focus groups and interviews were identified for Probation to review and to begin to set out concrete and tangible plans to adopt.

Improvement Goals:

1. Increase the number of transitional age youth eligibility for subsidized housing and/or stable housing.
2. Enhance access to higher education/vocational opportunities for exiting Probation youth.

Systemic Factor: Agency collaboration that is measured on the County's engagement capabilities and ongoing consultation with a broad array of individuals, stakeholders and organizations representing agencies responsible for implementation of CWS.

One of the PQCR recommendation included evaluating and expanding ICWA training for county social workers. The County has partnered with local social service agencies, tribal and community representatives, parents and youth, to address disproportionality in child welfare by applying for the California Disproportionality Project (CDP). In fall of 2008, the County of San Diego was selected as one of ten counties to participate in the CDP. The CDP is a collaborative effort between the State, county, private and local agencies. The County of San Diego has two teams participating that are focused on reducing the disproportionality rate of Black and Native American children in the CWS. A focus area for the Native American focus CDP Team will be to review and assess county wide ICWA training. The CDP is a 2-year project and reports on the work and findings will be distributed to CWS management and collaborative partners including tribes and State, county representatives.

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Improvement Goals:

1. Participate in the California Disproportionality Project to reduce the disparate number of Black children represented in the CWS.
2. Increase collaboration and with the Native American community and other stakeholders around the issue of disproportionality in the CWS.

SIP Matrix

Information collected from the comprehensive California Outcome and Accountability System (COAS) process was gathered and used to develop a comprehensive SIP Matrix and Child Abuse Prevention Funds 3-Year Plan. The following SIP Matrix section outlines the improvement goals and includes, strategy milestones, timelines, and assigned to individuals, regions, and/or programs. CAPIT/CBCAP/ PSSF funded services are identified by checking the boxes next to funding source.

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<p>Permanency Outcome: Adoption Within 24 Months (Exit Cohort) Measure C2.1 This measure answers the question: Of all children discharged from foster care to adoption during the year, what percent were adopted in less than 24 months from the date of the latest removal from home?</p>								
<p>County's Current Performance: From July 1, 2007 to June 30, 2008, 17.3% of children who were adopted were adopted within 24 months of removal.</p>								
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
C2.1	Adoption Within 24 Months (Exit Cohort)	07/01/07	06/30/08	114	658	17.3%	No	-18.4%
<p>From the baseline year of 2002-03, the percentage of children adopted within 24 months has decreased from 21.2% to 17.3%. Current performance is below the Federal Standard (36.6%) as well as the statewide performance (29.6%). The County of San Diego will improve performance on this measure from 17.3% to 20.0%, resulting in 18 more children adopted within 24-months each year.</p>								
<p>Improvement Goal 1.0 Decrease the time for completion of "in home" adoption home studies which currently accounts for approximately 86% of adoptions.</p>								
<p>Strategy 1. 1 Improve Applicant Social Worker(SW) caseload management</p>				<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale Length of time to complete the required adoption home study has been identified as a barrier to timeliness to adoption; improving SW caseload management will expedite the home study process.</p>			
Milestone	1.1.1 Refer families to adoptive training (PRIDE and Adoption Preparation classes) prior to case assignment and when Adoption is identified as the concurrent or permanent plan.			Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Assigned to	Lead Applicant Supervisor
	1.1.2 Evaluate and determine appropriate timelines for home study process for adoption social workers and family.				<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012			Adoption Program Manager
	1.1.4 Analyze performance goals for meeting timelines of adoption application process and prepare report and findings to CWS Executive Committee.				<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012			Adoption Program Manager and Lead Applicant Supervisor, QA Supervisor

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Strategy 1. 2 Increase use of private adoption agencies to complete adoption home studies		<input type="checkbox"/>	CAPIT	Strategy Rationale Decreasing applicant social worker caseloads will reduce “wait lists” and will increase pool of “waiting” families for “waiting” children.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.2.1 Expand use of private adoption agencies to complete adoption home studies for “in home” and “waiting” families.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Adoption Program Manager
	1.2.2 Explore establishing a Special Matter Juvenile Court Blanket Order between juvenile court and licensed private adoption agencies to increase sharing of records with private adoption agencies		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager and County Counsel
	1.2.3 Integrate the County and private adoption agency list of adoption ready families into primary “pool” of families to increase placement of awaiting adoptive children.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Manager
Strategy 1. 3 Streamline adoption case opening, assignment and home study completion of “in-home” adoptive placements (relative or foster family).		<input type="checkbox"/>	CAPIT	Strategy Rationale 86% of adoptions are with foster parents and relative caregivers (“in homes”).	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Update policies and procedures to initiate contact with applicants within 30-days of assignment and complete adoption home study within 6-months of assignment.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Lead Applicant Supervisor
	1.3.2 Evaluate the implementation of new assignment and case opening process of “in home” adoption home studies prior to the 366.21 Hearing.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Manager
	1.3.3 Prepare report and findings on 1.3.2 evaluation to CWS Executive Management.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Manager

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	1.3.4 Implement appropriate findings from 1.3.3.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Manager
Improvement Goal 2.0 Improve Concurrent Planning					
Strategy 2. 1 Increase involvement of family, regional CWS staff, tribes (ICWA cases) and juvenile court staff, in the concurrent planning process.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale 86% of adoptions are by foster parents and relative caregivers; starting the adoption planning earlier will likely lead to more timely completion of adoptions.		
Milestone	2.1.1 Include CWS Adoption staff at TDMs to provide information about permanency information.	Timeframe	<input checked="" type="checkbox"/> Year 1- May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012	Assigned to	Adoption Program Manager Regional Program Managers
	2.1.2 Provide information, training and or resources to caregivers on permanency options including (Adoption, Guardianship, and Kin-Gap) prior to 366.26 hearing.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Managers Regional Program Managers Policy and Program Support Managers
	2.1.3 Prior to termination of reunification services and permanency planning, develop and implement strategies to identify legal fathers and engage fathers by dispositional hearing.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Adoption Program Manager Policy and Program Support Managers
	2.1.4 Identify and address ICWA issues prior to termination of reunification services and permanency planning.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager Policy and Program Support Managers
Strategy 2. 2 Implement "Permanency Case Review" process for the 6 and 12 month court hearing.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale By identifying concurrent planning families earlier, the adoption home study can be started prior to the 366.21 Hearing, expediting completion of the adoption home study.		

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Milestone	2.2.1 Implement policy to hold 6 and 12 month Permanency Case Reviews to identify concurrent plans prior to the 366.21 Hearing.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Adoption Program Manager Adoption Supervisors
	2.2.2 Include Adoption staff at Permanency Case Reviews to review progress towards reunification and to identify a concurrent and/or permanent plan.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Director Policy and Program Support
	2.2.3 Evaluate 2.2.1 and 2.2.2 implementation and prepare report to CWS Executive Management Team		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager Lead Applicant Supervisor
Strategy 2.3 Engage proactive strategy in identifying concurrent planning cases.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale By providing additional supports to regional CWS staff, permanency planning may begin sooner.		
Milestone	2.3.1 Work with CWS data unit to identify children whose cases are due for 6 and 12 month reviews.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Adoption Program Manager Policy and Program Support Data Unit
	2.3.2 Implement case review process on those children identified in Milestone 2.3.1.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager Adoption QA Supervisor
	2.3.3 Evaluate case review process, prepare report and present recommendations to CWS Executive Management.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager
	2.3.4 Start adoption home studies at 6 and 12 month reviews and/or when adoption is identified as the concurrent or permanent plan.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Adoption Program Manager

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

Explore offering additional Spanish speaking PRIDE and Adoption Preparation classes in the North County. Many relatives do not have transportation to attend classes offered in the South. Many have to wait at least 6-months before a class is offered in the North Region.

Insuring the health care eligibility for all adoptive children, including those placed out of County.

Expand Permanency TDMs.

Review the "Melding Strategy" to evaluate foster families for adoption during the initial licensing process.

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

Provide additional training to regional staff and other community partners on the importance of permanency planning.

Increase the number of bi-lingual (Spanish) PRIDE and Adoption Preparation classes in the North County. Many families need to wait several months for the next classes when they do not have transportation to classes offered in other regions.

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

Expand relationships with Juvenile Court personnel (Judicial Officers, attorneys) to ensure permanency options are identified early. Continue to expand relationship with other community partners, private adoption agencies, tribes, court, etc.

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

Statutory changes to finalizing children placed outside of county. Many outside counties do not provide courtesy supervision for children placed in their jurisdiction. Adoption social workers time is used traveling between counties.

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Permanency Outcome: Reunification Within 12-months (Exit Cohort)-Measure C1.1

This measure answers the question: Of all children discharged from foster care to reunification during the year that had been in foster care for at least 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home? {Discharge to reunification is defined as an exit from care to parents or primary caretaker(s)}

County's Current Performance:

From July 1, 2007 to June 30, 2008, 51.9% of children were discharged to reunification within 12 months of removal.

Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
C1.1	Reunification Within 12-months (Exit Cohort)	07/01/07	06/30/08	629	1212	51.9%	Yes	1.2%

From the baseline year of 2002-03, the percentage of children reunified has increased from 51.3% to 51.9%. Current performance is below the Federal Standard (75.2%) as well as the statewide performance (63.9%). The County of San Diego will improve performance on this measure from 51.9% to 55.0% resulting in 18 more children reunified within 12 months each year.

Improvement Goal 1.0

Increase the percentage of children who reunify within 12 months by strengthening social work practice to support timely reunification.

Strategy 1. 1 Engage families earlier in the case planning process through the increased use of front-end Team Decision Making meetings and other early engagement strategies.	<input type="checkbox"/>	CAPIT	Strategy Rationale Research finds that people who are included and asked to participate in making decisions that affect them are more likely to follow through with the plans and decisions that are made ¹ . Additionally, when people feel valued and respected in contributing to decisions made about them, they are more likely to have increased self-esteem, self-efficacy, and a greater sense of empowerment ² .
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

¹ Maddux, J. E. (2002). Self-efficacy. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 277-287). New York: Oxford University Press.

² *Ibid*

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Milestone	1.1.1 Determine the number of front-end TDMs currently being conducted prior to removal and/or prior to Jurisdiction.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Policy and Program Support Data Unit Team Decision Meeting Coordinator
	1.1.2 Develop a workgroup to develop strategies for early family engagement and to identify critical challenges and barriers. One such barrier identified during the PQCR included reviewing child welfare domestic violence protocol.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Strategy 1.1 Team leaders: TDM Coordinator, Policy and Program Support (PPS) representative and Regional/Program representative
	1.1.3 Improve family engagement and good case planning by implementing the Action Plan and recommendations from workgroup(s).		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Strategy 1.1 Team leaders: TDM Coordinator, PPS representative and Regional/Program representative
	1.1.4 Monitor the number of front-end TDMs that are being conducted and continue to problem solve any challenges.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Data Unit and TDM Coordinator Regional Quality Assurance Supervisors
Strategy 1. 2 Expand delivery methods for disseminating information, training and tools to social workers and supervisors regarding family engagement and best practice reunification practices.		<input type="checkbox"/>	CAPIT	Strategy Rationale The agency is committed to exploring ways to disseminate information to staff in a more timely and ongoing manner, providing more options for learning than simple traditional class room training.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.2.1 Establish a workgroup to identify new delivery methods, such as online training, pod casts, wiki sites, etc.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012	Assigned to	Training & Information Team leaders: PPS representative and Regional/Program representative
	1.2.2 Develop an action plan to provide new information delivery methods to staff, including securing delivery methods, training required and evaluation methodology.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Training & Information Team leaders: PPS representative and Regional/Program representative
	1.2.3 Implement action plan and monitor effectiveness.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012		Training & Information Team leaders: PPS representative and Regional/Program representative

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Strategy 1. 3 Improve the engagement of fathers in the reunification process.		<input type="checkbox"/>	CAPIT	Strategy Rationale The research confirms that when fathers become more involved in parenting - and in working with mothers as co-parents and partners - you get healthier families and healthier children. Continued contact with parents increases the probability that children will go home to their families ³ .			
		<input type="checkbox"/>	CBCAP				
		<input type="checkbox"/>	PSSF				
		<input checked="" type="checkbox"/>	N/A				
Milestone	1.3.1 Increase the use of Parent Search strategies including the use of Genograms ⁴ at the front end to identify non-custodial fathers and other relatives.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	CWS Regions CWS Family Finding Contracted Providers		
	1.3.2 Develop and implement a variety of communication and training methods to ensure that social workers understand the importance of engaging fathers and the importance of father's inclusion in the case plan and reunification process. Training recommendations from PQCR included training social workers to better engage and provide services to military families. Explore use of CWSOIP Funding if available.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		<input checked="" type="checkbox"/> Year 2- May 2, 2010- May 1,2011	<input type="checkbox"/> Year 3- May 2, 2011-May 1, 2012	Policy and Program Support Division Training Coordinator and Regional/Program representatives
	1.3.3 Evaluate 1.3.2 father engagement training and information provided to staff through stakeholder input.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		<input type="checkbox"/> Year 2- May 2, 2010- May 1,2011	<input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012	Policy and Program Support Division Training Coordinator and CWS Regional/Program representatives
	1.3.4 Evaluate new training strategy and prepare report to General Management Team.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		<input type="checkbox"/> Year 2- May 2, 2010- May 1,2011	<input checked="" type="checkbox"/> Year 3- May 2, 2011-May 1, 2012	

³ Simms & Bolden, 1991

⁴ Genograms is defined as a graphic way of organizing the information gathered during a family assessment. Genograms: Assessment and Intervention, McGoldrick, Gerson, & Shellenberger, 1999

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Improvement Goal 2.0 Increase the percentage of children who reunify within 12 months by improving parent-child interactions.					
Strategy 2. 1 Increase frequency and quality of parent-child visitations.		Strategy Rationale Visits have been called the "heart of reunification" ⁵ . Children who saw their parents less than once a month felt they suffered as a result of not maintaining contact with their birth parents ⁶			
		<input type="checkbox"/> CAPIT			
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.1.1 Provide education to staff and supervisors to ensure that visitation plans are purposeful and progress from supervised to unsupervised in a meaningful and safe manner	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	CWS Regions Centralized Child Welfare Services Policy and Program Support
	2.1.2 Increase caregiver involvement in parent-child visitations by providing them with information and training on effective visitation.		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011		Kinship training provider currently Grossmont Cuyamaca Community College
	2.1.3 Strengthen Agency expectations for caregivers around supporting the visitation process.		<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Centralized Child Welfare Services CWS Regions Grossmont Cuyamaca Community College
	2.1.4 Monitor visitation plans at 6-month case reviews.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		Quality Assurance Supervisors Policy and Program Support Data Unit
			<input type="checkbox"/> Year 2-May 2, 2010- May 1,2011		
			<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		

⁵ Hess & Proch (1992) Visiting: The heart of Reunification, *Together Again: Family Reunification in Foster Care*. Washington, D.C.: CWLA, 119-139.

⁶ Kufeldt & Armstrong (1995) How children in care view their own and their foster families: A research study. *Child Welfare*, 74(3)

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Strategy 2. 2 Conduct more consistent and thorough assessments of the quality of parent-child relationships and use this information to target appropriate interventions.		<input type="checkbox"/>	CAPIT	Strategy Rationale The County is piloting the use of the assessment tools in Structured Decision Making, to assess caregiver’s demonstration or active engagement in activities to gain new skills consistent with case plan objectives.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	2.2.1 Develop Policies to assess families using the SDM visitation section of the Reassessment Tool early in the case and at frequent intervals	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	CWS Director Policy and Program Support
	2.2.2 Create new tools for staff so that they can identify the most appropriate interventions specific to the case based on SDM results. Use CWSOIP funding if available.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Policy and Program Support CWS Regions SDM Coordinator
	2.2.3 Train staff on the proper use of the new tools from 2.2.2 and monitor their use.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Policy and Program Support CWS Regions

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

- Court timelines, continuances and the large number of cases that go to trial impact the timeliness of reunification.
- Requiring non-offending fathers to have supervised visits can alienate them and create barriers to visitation
- Substance Abuse Recovery Center rules can create barriers to visitation -- many allow mothers in treatment to visit with children but don't allow the same for fathers.
- Lack of services for incarcerated parents
- Length of time to approve Interstate Compact Placements (ICPC) and relative placements

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

Several education/training needs are noted in strategies above including: identifying and implementing new modalities for training and information sharing; education for staff on purposeful visitations and moving from supervised to unsupervised; training for foster parents on effective visitation; training for staff on Genograms and engagement of fathers.

Some social workers operate under the notion that parents need to complete their entire case plan prior to moving families to Family Maintenance case

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

- Assistance may be needed from other county programs (e.g. the Technology Office, Training & Development) to identify and implement new methods of information sharing and training.
- Brainstorming with County Alcohol and Drug Services to address barriers to visitations for fathers in treatment.
- Collaboration with training partners and foster parent associations to educate foster parents on effective visitation.

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

Recent legislation that allows reunification services for 24-months for incarcerated parents.

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Permanency Outcome: Placement Stability (Less than 3 Placements in First 12-months) Measure C4.1
This measure answers the question: Of all children in foster care for less than 12 months (but at least 8 days), what percent had two or fewer placements since removal from the home.

County's Current Performance:
From July 1, 2007 to June 30, 2008, 76.6% of children in foster care for 8 days or more, but less than 12 months, had two or fewer placements.

Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
C4.1	Placement Stability (Less than 3 Placements in First 12-months)	07/01/07	06/30/08	1652	2156	76.6%	Yes	5.0%

From the baseline year of 2002-03, the percentage of children with two or fewer placements has increased from 73.0% to 76.6%. Current performance is below the Federal Standard (86%) as well as the statewide performance (82.4%). The County of San Diego will improve performance on this measure from 76.6% to 80.0%, resulting in 73 more children with stable placements each year.

Improvement Goal 1.0
Increase stability of relative placements.

Strategy 1. 1 Evaluate and improve current regional structure to support relative placements.	<input type="checkbox"/>	CAPIT	Strategy Rationale The County is regionalized and each region has distinct demographics with their own infrastructure and community networks to support substitute care givers. Evaluating the regional structures may lead to increased support services to other regions.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.1.1 Review and analyze regional data to evaluate which regions or programs have the largest number of relative placements.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Policy and Program Support CWS Data Unit
	1.1.2 Review and analyze local and national best practices on relative placement.		<input type="checkbox"/> Year 2-May 2, 2010- May 1,2011		Policy and Program Support CWS Regions
	1.1.3 Develop a white paper based on 1.1.1 and 1.1.2		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Regions Centralized CWS Program Managers Policy and Program Support

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	1.1.4 Implement appropriate recommendations from 1.1.3		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Regional Managers
Strategy 1. 2 Improve access to support services for relative caregivers.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Research has shown that relative caregivers who had access to support services, reported less stress and increased ability to meet the child's needs ⁷ .		
Milestone	1.2.1 Review internal policies, procedures and documentation on how the Agency interfaces with relative caregivers.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	CWS Policy and Program Support Division
	1.2.2 Evaluate contract funded services for relative caregivers regarding efficiency and effectiveness of services including updating relative caregiver handbook. Explore use of CWSOIP funds.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Contract Manager CWS Kinship Support Providers
	1.2.3 Evaluate developing and implementing new resources that may include a website, newsletter or telephone "warm" line for relative caregivers. Explore use of CWSOIP funds		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Contract Manager CWS Kinship Support Providers

⁷ Hiefnar, Jennifer. The Quality of Life of Relative Caregivers and Impact of the Relative Caregiver Program. University of TN at Chattanooga
<http://www.utc.edu/Academic/SocialWork/documents/HiefnerEposter.pdf>

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Strategy 1. 3 Develop additional support services and training opportunities for relative caregivers where needed.		<input type="checkbox"/>	CAPIT	Strategy Rationale Studies have shown that caregivers who receive support services, reported less stress and had higher rates of placement stability ⁸ .		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	1.3.1 Research all training resources provided to relative caregivers within the county.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	CWS Policy and Program Support Division CWS Managers	
	1.3.2 Evaluate best modalities of relative caregiver training and support e.g. web-based, center based, individualized coaching, etc.		<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	CWS Policy and Program Support Division CWS Managers
	1.3.3 Implement new training modalities such as web based, pod casts, etc. based on research and evaluations in 1.3.1 and 1.3.2		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011	<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012
Improvement Goal 2.0 Increase stability of foster home placements.						
Strategy 2. 1 Evaluate and improve current regional structure to support foster home placements.		<input type="checkbox"/>	CAPIT	Strategy Rationale The County is regionalized and each region has distinct demographics with their own infrastructure and community networks to support substitute care givers. Evaluating the regional structures may lead to replicating support services to other regions.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input type="checkbox"/>	N/A			
Milestone	2.1.1 Review and analyze regional data to evaluate which regions or programs have the largest number of foster home placements.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	CWS Data Unit CWS Regional Placement Unit Supervisors	
	2.1.2 Review and analyze local and national best practices to support foster home placements.		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	CWS Data Unit CWS Regions
	2.1.3 Develop a "white paper" based on 2.1.1 and 2.1.2.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011	<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012

⁸ PATH/Wisconsin - Bremer Project: Preventing Placement Disruptions in Foster Care January 15, 2008; Chamberlain, P., Moreland, S., & Reid, K. (1992). Enhanced services and stipends for foster parents: Effects on Retention Rates and Outcomes for Children. *Child Welfare*, LXXI(5), 387.

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	2.1.4 Implement best practices as identified in 2.1.3.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Policy and Program Support CWS Regional Managers
Strategy 2. 2 Improve matching of child's needs with foster home.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale By matching foster children's emotional and developmental needs with that of his or her caregiver may reduce the likelihood of change of placement and increase placement stability.		
Milestone	2.2.1 Evaluate SDM Caregiver Assessment tools pilot.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	CWS Policy and Program Support Data Unit CWS Pilot Region Foster Home Licensing
	2.2.2 Implement SDM Caregiver Assessment tools countywide if 2.2.1 evaluation is positive.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Regional Managers Foster Home Licensing
Strategy 2.3 Develop a variety of training and support modalities for foster parents		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Care providers who receive support services had increased placement stability ⁹ .		
Milestone	2.3.1 Evaluate all training resources provided within the county including web-based training.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	CWS Policy and Program Support Grossmont Cuyamaca Community College District
	2.3.2 Evaluate expanding role of placement stabilization clinicians to provide training to foster parents.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Staff Psychologist Mental health COTR Policy and Program Support
	2.3.3 Implement new training strategies based on 2.3.1 and 2.3.2 evaluations		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		CWS Staff Psychologist Mental health COTR Policy and Program Support

⁹ Ibid

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Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Ability of relative caregivers to access non-CWS resources, such as childcare, TANF non-needy relative funds and food stamps due to lack of County staff's knowledge of specific resources and needs of relative caregivers and legislative barriers to resources.

Research inequities of available resources for relative caregivers and foster home placements.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Assistance may be needed to develop web-based training and a resource website.

Train social work staff on the difference to working with relatives versus foster parents.

Identify roles of the other partners in achieving the improvement goals.
Need cooperation of County Cal WORKS administrators.

Partner with youth advisory boards, foster parent associations and relative caregivers associations.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
Regulations regarding eligibility for Food Stamps prohibit low income relative caregivers from accessing food stamps for the young children in their care.

Relative home approval process required by State and Federal regulations creates barriers.

Title IV-E regulations creates barriers for payment.

A delay in Medi-Cal transfers between counties is a barrier to accessing services for children.

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Outcome/Systemic Factor: Adult Transitioning (Received ILP Services) State Measure 8A								
County's Current Performance: Data is not yet available for State Measure 8A. Currently, 5% of our probation population are receiving ILS services, by end of year 3, at minimum of 50% of our youth will be participating in ILS services.								
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
8A	Adult Transitioning (Received ILP Services)	NA	NA	NA	NA	NA	NA	NA
Improvement Goal 1.0 Increase the number of transitional age youth eligibility for subsidized housing and/or stable housing.								
Strategy 1. 1 Provide information and training to transitional age youth, care providers and staff on eligibility for subsidized housing.			<input type="checkbox"/> CAPIT	Strategy Rationale In any given year, foster children comprise less than .3% of the state's population, and yet 40% of persons living in homeless shelters are former foster youth ¹⁰				
			<input type="checkbox"/> CBCAP					
			<input type="checkbox"/> PSSF					
			<input checked="" type="checkbox"/> N/A					
Milestone	1.1.1 Care providers and Probation staff will attend annual training on subsidized housing application and eligibility requirements	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Supervising Probation Officer Care providers Group home providers			
	1.1.2 Transitional Age Youth will attend an orientation outlining Transitional Housing Programs a minimum of once every 6 months.		<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		Supervising Probation Officer Probation Officers Former Foster Youth Community Stakeholders			
	1.1.3 All eligible Transitional Age Youth will complete a minimum of one subsidized transitional housing application before exiting the system.		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Supervising Probation Officer Probation Officers Care Providers			

¹⁰ Cities, Counties, and School Partnership (2008). *Our Children: Emancipating Foster Youth*.
A Community Action Guide. www.ccspartnership.org/pdf/OurChildrenActionGuide.pdf

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Strategy 1. 2 Ensure every transitioning age youth have a transitional housing plan.		<input type="checkbox"/>	CAPIT	Strategy Rationale Foster Youth who develop a transitional housing plan will better prepare youth to exit out of the probation system.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.2.1 Explore contingency housing plans with all youth at 6-month Review Hearing intervals in conjunction with the minor's case plan.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Probation Officers
			<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		
	1.2.2 Ensure that every youth has identified supportive adult(s) for housing options and support.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		Probation Officers ILS providers
			<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		
Strategy 1. 3 Ensure 100% of all emancipated youth are provided with all documents as required by WIC 391.		<input type="checkbox"/>	CAPIT	Strategy Rationale Emancipating foster youth need to receive priority in housing programs. Youth that have all necessary documentation at application can assist their eligibility for housing resources.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Ensure all exiting youth have valid government issued identification by case closing.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Probation Officers ILS Providers Care providers
			<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		
	1.3.2 All youth have valid SSN card, birth certificate and immunization records at case closing.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		Probation Officers ILS Providers Care providers
			<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		
	1.3.3 Issue dependency/ward letter to all exiting youth.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010		Probation Officers ILS Providers Care providers
			<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		
			<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		

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Improvement Goal 2.0					
Enhance access to higher education/vocational opportunities for exiting Probation youth.					
Strategy 2. 1 Update (Review) Needs and Services Plan to include Educational (post high school) goals.		<input type="checkbox"/>	CAPIT	Strategy Rationale Educational needs must be met while in care so youth are prepared for college or vocational programs. Only 40% of foster youth complete high school compared to 84% of the general population. ¹¹	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	2.1.1 Ensure care providers have knowledge training about higher education resources.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Supervising Probation Officer Probation youth care providers
	2.1.2 Require educational/ vocational goals and outline available resources are included in care provider quarterly report		<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		Probation Officers Probation youth care providers
	2.1.3 Link/ refer youth to educational/ vocational resources on a quarterly basis and document in case plan and at 6-month reviews.		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Probation Officers
Strategy 2. 2 Partner with CWS ILS staff, educational and vocational resources, mentors, Tribal representatives and ILS providers to improve access by probation youth.		<input type="checkbox"/>	CAPIT	Strategy Rationale Statistics show that 60% of former foster youth earn incomes at or below \$6000 per year, which is substantially below the federal poverty level of \$7,890 for a single individual. ¹²	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	2.2.1 Coordinate quarterly meetings with CWS staff and other educational and vocational, mentoring services, tribes and other youth advocates to enhance opportunities for youth.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Supervising Probation Officer
	2.2.2 Distribute information to youth and care providers on available resource and upcoming events at monthly contact visits.		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		Probation Officers
	2.2.3 Support youth's attendance at educational and vocational events by coordinating with care providers and other service providers.		<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Probation Officers Youth care providers

¹¹ Ibid

¹² Ibid

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	2.2.4 Explore use of CWS OIP Funding for Adult Readiness Conferences.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Supervising Probation Officer
--	--	--	--	--	-------------------------------

Strategy 2.3 Improve data collection and tracking system for exiting probation youth.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> NA	Strategy Rationale Currently, the County Probation department does not have adequate tracking system for emancipating youth once they exit the system.		
Milestone	2.3.1 Probation Quality Assurance designee to collect probation youth data from various sources including CWS/CMS, State reports, youth and care providers.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	Supervising Probation Officer Probation Department Quality Assurance Designee
	2.3.2 Probation Quality Assurance designee will analyze data on emancipation youth outcomes for education/vocational training and housing.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Supervising Probation Officer Probation Department Quality Assurance Designee
	2.3.3 Probation Quality Assurance designee will prepare a report on findings from 2.3.2. For Probation Management.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Supervising Probation Officer Probation Department Quality Assurance Designee

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

- Need for clear eligibility definitions for transitional housing.
- Need for enhanced data collection methods for Probation.
- Need for short term housing for Probation youth while waiting for services.
- Long waiting lists for Probation Foster Youth for transitional services.

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

- Cross systems training between Child Welfare Services and Probation on Independent Living Skills program and services.
- On going training from Foster Youth Services regarding educational opportunities for foster youth.

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

- Foster Youth Services can provide educational advocacy for former foster youth through the Juvenile Detention Grant and the College Connection program.
- EOPS can provide financial opportunities to former foster youth.
- Career Centers can provide services to former foster youth not entering post high school education.
- Partner with tribes in rural reservation areas to improve access to ILS services for tribal youth wards.

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

- Research has shown that allowing foster youth to remain in care until age 21 may contribute to a number of desirable outcomes, especially an increased likelihood of pursuing post-secondary education and receiving the kinds of services that states can provide with their Chafee funds. Therefore, extended eligibility for services for foster youth would create a greater likelihood of positive outcomes.
- Expanded eligibility for aftercare services for emancipated youth.
- Lower age requirement for the start of independent living preparation for foster youth.

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Systemic Factor: Agency collaboration: This systemic factor is measured by the county's engagement capabilities and ongoing consultation with a broad array of individuals and organizations representing agencies responsible for implementing CWS and other stakeholders.				
County's Current Performance: CWS is shifting to a more collaborative, rather than enforcement approach, when working with families and community organizations. CWS has partnered with the County's Fairness and Equity Committee and community based organizations, to study the factors that may influence the disproportionate number of Black and Native American children in the Child Welfare System. Researchers and officials stressed that no single strategy would fully address the issue, but that strategies to increase access to support services, reduce bias, and increase the availability of permanent homes all hold promise for reducing disproportionality.				
Improvement Goal 1.0 Participate in the California Disproportionality Project to reduce the disparate number of Black children represented in the CWS.				
Strategy 1. 1 Increase black foster children connection to relatives, extended family member and significant other.		<input type="checkbox"/> CAPIT	Strategy Rationale African Americans are more likely to rely on relatives to provide foster care. ¹³ Finding caring adults who are able and willing to engage in a variety of ways, such as a lifelong mentor, or peer, may assist the child resolve identity issues and questions that may result from separation from family at an early age. ¹⁴	
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
Milestone	1.1.1 Implement the Family Finding Pilot program in the Central/ Mid-City regions.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to
			<input type="checkbox"/> Year 2-May 2, 2010- May 1,2011	
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	
	1.1.2 Implement staff use of Geno-grams on all Another Permanent Plan Living Arrangement (APPLA) cases.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	
			<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1,2011	
			<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	
	1.1.3 Evaluate the Family Finding Strategy and present to General Management Team.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	
			<input type="checkbox"/> Year 2-May 2, 2010- May 1,2011	
			<input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	
				Central Region Policy and Program Support
				CWS Regions
				Central Region Policy and Program Support

¹³ GAO 07-816 Report, African American Children in Foster Care, July 2007

¹⁴ Emancipated Youth Connections Project Final Report/Toolkit, p 23-24

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Strategy 1. 2 Implement case reviews on all Central Region APPLA cases.		<input type="checkbox"/>	CAPIT	Strategy Rationale Public and private officials in the forefront of research and implementation said that the ability to analyze data, work across social service agencies and sustain leadership was fundamental to any attempt to address racial disproportionality. ¹⁵	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.2.1 Develop Case Review tool to collect CWS information on all APPLA cases from the Central Region Pilot program.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Central Region CWS Policy and Program Support
	1.2.2 Complete case review process on all 1.2.1 cases.		<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		Central Region CWS Policy and Program Support
	1.2.3 Prepare case review findings and present to General Management Team.		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Central Region CWS Policy and Program Support
Strategy 1.3 Participate in the California Disproportionality Project (CDP).		<input type="checkbox"/>	CAPIT	Strategy Rationale Family Finding will allows foster youth to connect or re-connect with extended family members or significant others.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Attend Learning Lessons scheduled by the CDP.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	Central Region CWS Policy and Program Support
	1.3.2 Track all Family Finding outcome data for APPLA children in the Central Region.		<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011		Central Region CWS Contract Unit/ Data Unit CWS Policy and Program Support
	1.3.3 Evaluate findings from the CDP work and present to General Management Team		<input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		Central Region CWS Contract Unit/CWS Data Unit CWS Policy and Program Support

¹⁵ Ibid

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Improvement Goal 2.0					
Increase collaboration and with the Native American community and other stakeholders around the issue of disproportionality in the CWS.					
Strategy 2. 1 Participate in the California Disproportionality Project by developing a Native American focus team, collect data and evaluate information from project.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Reporting of data, and increased data analysis capacity are necessary for improving new programs and developing evidence-based practices. ¹⁶		
Milestone	2.1.1 Attend Learning Lessons scheduled by the CDP.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	North Inland Region Indian Specialty Unit CWS Policy and Program Support
	2.1.2 Collect CWS data on Native American children referral, placements and exit cases.		<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		North Inland Region Indian Specialty Unit CWS Data Unit
	2.1.3 Evaluate findings from the CDP work and present to General Management Team		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		North Inland Region
Strategy 2. 2 Increase the number relative or tribally approved placements for Native American Children		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Placing native children with relatives will help support the preservation and cultural identity to his or her tribal communities.		
Milestone	2.2.1 Support Native American FFA licensing and recruitment efforts for relative placement. Explore use of CWSOIP funding.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012	Assigned to	CWS Policy and Program Support North Inland Region Indian Specialty Unit
	2.2.2 Research Relative Home Approval process with tribal partners and develop an MOA.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		North Inland Region CWS Policy and Program Support
	2.2.3 Provide CDP Presentation to tribal leaders to increase support for recruitment efforts.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010 <input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011 <input checked="" type="checkbox"/> Year 3-May 2, 2011-May 1, 2012		North Inland Region CWS Policy and Program Support

¹⁶ Richardson, B. Child Welfare League of America, Vol.87, #2

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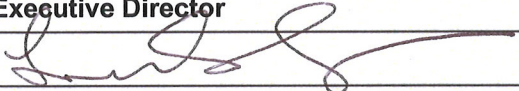
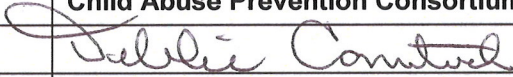
Strategy 2.3 Train social workers to identify native children and develop culturally appropriate services and placement decisions.		<input type="checkbox"/>	CAPIT	Strategy Rationale Native children are not being identified when they are first referred to the system.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	2.3.1 Collect and analyze data on Native American children having APPLA status.	Timeframe	<input checked="" type="checkbox"/> Year 1-May 2, 2009- May 1, 2010	Assigned to	North Inland Region Indian Specialty Unit Policy and Program Support CWS Data Unit	
	2.3.2 Update and implement new ICWA training strategies for social workers.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010			<input checked="" type="checkbox"/> Year 2-May 2, 2010- May 1, 2011
	2.3.2 Evaluate new ICWA training with Native American stakeholders.		<input type="checkbox"/> Year 1-May 2, 2009- May 1, 2010			<input type="checkbox"/> Year 2-May 2, 2010- May 1, 2011

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<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Review relative home approval and work with tribes to address barriers experience with the placement of Black and Native American Children in the child welfare system.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training around social worker best practice when working with Native American Families. Training on available resources for Native families.</p>
<p>Identify roles of the other partners in achieving the improvement goals. Partnering with community based agencies to support kinship placements and establishing connections for foster youth. Native American tribes in San Diego County. Tribal Star and local colleges and universities.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Relative approval process is delayed due to State and Federal requirements.</p>

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a. Part II - CAPIT/CBCAP/PSSF Contact and Signature Sheet

Period of Plan:	July 1, 2009- June 30, 2012
Date Submitted:	May 2, 2009
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF funds Commission on Children Youth and Families (CCYF)
Name:	Tonya Torosian, MSW, CFRE
Title:	Executive Director
Signature:	
Address:	1255 Imperial Ave, Suite 728, San Diego , CA 92101
Fax:	619-338-2057
Phone & Email:	619-338-2049, tonya.torosian@sdcounty.ca.gov
Submitted by:	Child Abuse Prevention Consortium(CAPC) Representative
Name:	Debbie Comstock
Title:	Child Abuse Prevention Consortium, Co-Chair
Signature:	
Address:	874 Terra Lane El Cajon, CA 92019
Fax:	
Phone & Email:	(619) 871-6947 decfjc@cox.net
Submitted by:	Parent Consumer/Former Consumer
Name:	Donna Ewing Marto
Title:	Child Abuse Prevention Consortium, Co-Chair
Signature:	
Address:	3434 Midway Drive San Diego, CA 92110
Fax:	
Phone & Email:	(619) 546-5852 x7 donna@fyrt.org

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Part II - CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

Submitted by:	PSSF Collaborative Representative, if appropriate
Name:	Not appropriate
Title:	
Signature:	
Address:	
Fax:	
Phone & Email:	
Submitted by: CAPIT Liaison	
Name:	Diane Ferreira
Title:	Child Welfare Services Manager
Address:	4990 Viewridge Ave, San Diego, CA 92123
Fax:	(858)514-6679
Phone & Email:	(858)514-6611 diane.ferreira@sdcounty.ca.gov
Submitted by: CBCAP Liaison	
Name:	Diane Ferreira
Title:	Child Welfare Services Manager
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Submitted by: PSSF Liaison	
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b. CAPIT/CBCAP/PSSF Overview

The CAPIT/CBCAP/PSSF Three-Year Plan (Plan) will address how prevention, intervention and treatment activities funded by these three funding streams are coordinated and how services will be provided during the three-year SIP period. The primary value and principle of preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families and maximizing the quality of life for California's residents. Although the CAPIT/CBCAP/PSSF funded programs are combined administratively for greater efficiency, the Plan will address how the individual requirements of each program will be met and contains the consolidated requirements for counties seeking CAPIT/CBCAP/PSSF funds.

The CAPIT/CBCAP/PSSF funded programs emphasize comprehensive, integrated, collaborative community-based responses to child abuse prevention, intervention and treatment service needs that are not entitlement programs. Counties voluntarily apply for available funding and provide services based upon a SIP that has been approved by the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP).

c. San Diego County Commission on Children, Youth and Families

In 1994, the Commission on Children, Youth and Families (Commission) was designated the local advisory body to plan for the use of federal funds for the PSSF program. The Commission also has oversight and planning responsibilities for three other funding sources: Children's Trust Fund (CTF), CAPIT and CBCAP. In fulfillment of its advisory role, the Commission received Board approval in September 2009 to re-procure the Community Services for Families (CSF) program which utilizes the CAPIT and CBCAP funds, and a percentage of the PSSF allocation. PSSF also funds the Adoptions Support Services contract and a percentage of the Family Visitation Services contracts.

d. Child Abuse Prevention Consortium

The Board of Supervisors (BOS) designated the Commission as the local child abuse prevention council, as described by California Welfare and Institutions Code Section 18982 on February 26, 2002 and the Commission established a Child Abuse Prevention Consortium (CAPC) to carry out the specified duties. The CAPC meets monthly to develop, support and coordinate efforts to prevent child abuse and heal its effects. Attendees include County staff, community providers, foster parents, school personnel, parents, students, and others interested in child abuse prevention. In 2008, training and education was provided to over 2,400 people and approximately 17,500 items of prevention and educational materials were disseminated. The CAPC is supported by \$30,000 from CBCAP.

All conferences and trainings sponsored by the CAPC are marketed to foster parents and community collaborative. The CAPC is led by a Steering Committee that facilitates general meetings, plans the committee activities and develops an annual action plan. There are several current areas of focus for the CAPC including: cultural competence, prevention activities, and support to children and families involved with CWS. The CAPC plans campaigns throughout the year to promote public awareness of prevention, intervention and treatment of child abuse and neglect. To support community prevention

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efforts, materials and informational brochures are distributed to schools and community groups throughout the year.

e. Promoting Safe and Stable Families Collaborative

The County does not have a separate PSSF Collaborative; the Commission is the entity responsible for this function.

f. Parent Consumers

The CAPC will continue to collaborate with the San Diego County Family and Youth Roundtable (Roundtable) to increase parent and youth involvement. The mission of the Roundtable is to advance excellence in the public child, youth, and family service system through an independent network of youth and families. The Roundtable is contracted by the County (through other funds) to provide training to parents and consumers to increase navigation skills of public systems, promoting authentic partnerships, and family and youth leadership. Upon completion of the training, members are mentored to participate in committees and councils of their choice and to provide Parent Peer Partner services to families receiving CWS and other County funded services.

The Roundtable assists the County in identifying Parent Consumers that can participate as members of the Source Selection Committees (SSC) for Requests for Proposals (RFP) funded by CAPIT/CBCAP/PSSF and CTF. All County contracted services also request that Parent Consumers complete a Customer Satisfaction Survey at the completion of services. Input is monitored and used to identify any issues or concerns with funded services and to identify gaps in services. Parent Advisory groups also provide input through some of the funded agencies.

The Executive Director of the Roundtable is the Co-chair of the CAPC and members of the organization attend CAPC meetings and events regularly. Roundtable members participated in the County Self Assessment (CSA) process in September 2008 and participated as members of the System Improvement Plan (SIP) work group in January/February 2009.

g. Designated Public Agency

The County's Health and Human Services Agency (HHSA), CWS, is the public agency designated by the County BOS to administer the programs funded through CAPIT/CBCAP/PSSF. CWS is responsible for monitoring subcontractors, integration of local services, fiscal compliance, data collection, preparing amendments to the Plan, preparing annual reports and outcomes evaluation. CWS uses a formal contract monitoring system that includes assigning a contract monitor that serves as the contractor's primary contact and provides technical assistance to help ensure contracted goals/objectives are achieved.

h. Role of CAPIT/CBCAP/PSSF Liaison/Co-Liaison

The County's CAPIT/CBCAP/PSSF Liaison is the CWS Assistant Deputy Director for Policy and Program Support, which includes oversight of countywide CWS contracted services. The Liaison is responsible for oversight of the program coordination,

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collecting data from subcontractors, compiling and analyzing subcontractor data, preparing required reports and submitting reports in a timely manner. Data submitted to the OCAP by the County must be aggregate data, as opposed to individual subcontractor data, unless otherwise requested.

The CAPIT/CBCAP/PSSF Co-liaison is the Director of the Commission. The Co-liaison is responsible for dissemination of prevention information to the appropriate entities throughout the county. Other responsibilities include ongoing communication with the CAPC, other key prevention partners and OCAP.

i. Fiscal Narrative

HHS Agency Contract Support (ACS) is responsible for fiscal controls, including budgetary and claim processing controls, and fiscal reviews. ACS performs annual fiscal reviews of HHS contractors. In an effort to minimize County exposure, the performance of fiscal reviews of a contractor's accounting system and financial records allows the County to evaluate the contractor's accounting controls and reported financial solvency. ACS staff review contractor records at the contractor's site and in the County office. Desk reviews are performed on all Independent Auditor Reports received. The reviews are performed in accordance with the contract terms and conditions, and in consultation with affected Division(s)/Region(s), as needed.

The HHS Compliance Office conducts a risk assessment of internal controls at CWS. The objective of this assessment is to determine whether CWS has sufficient administrative, fiscal, contracting, security and privacy controls in place to provide reasonable assurances that CWS is operating its programs in accordance with funding guidelines, and County and HHS policies and procedures. The risk assessment is in support of the following HHS guiding principles:

1. Fostering continuous improvement in order to maximize efficiency and effectiveness of services, and
2. Assuring fiscal responsibility and integrity.

Each funded program also has a contract monitor assigned to conduct site visits and fiscal reviews in a ratio determined by an annual update of the contract's risk level.

The County assures the State that these funds supplement, and do not supplant, other fund sources, including CWS allocation and County treasury funds.

PSSF funds are utilized as follows:

- *Family Preservation Services* (20%) are provided through the CSF program for families with crisis situations and emergency needs.
- *Family Support Services* (40%) are provided through the CSF program for families with longer term needs, typically related to involvement with the child welfare system.
- *Adoption Support Services* (20%) are provided through the Adoption Support Services contract that provides families, at all phases of the adoption continuum, support groups, respite and counseling.

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- *Time-limited Reunification Services* (20%) are provided through Family Visitation Centers for families court-ordered to participate in supervised visitation during the reunification process.

CAPIT and CBCAP funds are utilized as follows:

The CAPIT and a percentage of the CBCAP funds are utilized in the CSF program to provide services to families needing a range of prevention, intervention and treatment services. CBCAP funds also support the CAPC child abuse prevention activities.

Blending of the CAPIT/CBCAP/PSSF funds results in maximizing funding and avoids the duplication of services that would occur if several programs were funded by individual funding streams. State Kinship Grant dollars are leveraged to provide additional support services to kinship families per State guidelines.

The collaborative model for the CSF contracts ensures dollars are leveraged through referrals of clients to other services, when appropriate. Because of the long-term collaborative focus of the County social services system, CWS staff and non-profit entities have well-established referral networks. CWS staff makes referrals to a range of contracted and private services that provide a continuum of care for the County's children.

j. Local Agencies - Request for Proposals

All CWS contracts follow Competitive Procurement Guidelines as developed by the County's Purchasing and Contracting (P&C) Department. All guidelines are in line with State and federal procurement guidelines. The County will follow these guidelines in developing the Performance Work Statement (PWS) for contracted services funded through CAPIT, CBCAP and PSSF. The CSF program will be re-procured to be effective January 1, 2010 and the Adoption Support Services program will be re-procured to be effective July 1, 2009.

Steps to develop the PWS for the procurements include soliciting input through convening CWS internal workgroups and external forums with key stakeholders and consumers. The CSF focus will be on including appropriate evidence-based or evidence-informed practices in the continuum of services. A SSC composed of both internal and external subject matter experts will evaluate each proposal and make recommendations on which proposal(s) met the requirements at the highest level and should, therefore, be awarded the contract(s). The Director of HHSA is the final authority for approving the SSC recommendations, which are then forwarded to the Director of P&C for publication of the award, oversight of any grievances, negotiations and signatures on contract documents. Documents related to the procurement process require approval by County Counsel as to form and content.

Assurances:

- The County assures the State that a competitive process was/will be used to select and fund programs.
- The County assures the State that priority was/will be given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or

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intervention. Services funded by CAPIT will fund services to children at high-risk.

- The County assures the State that the agencies eligible for funding provide/provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
- The County assures the State that the project(s) funded shall be culturally and linguistically appropriate to the populations served.
- The County assures the State that the CAPIT funded agency(s) shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the State Department of Social Services.
- The County assures the State that training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- The County assures the State that priority for services shall be given to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.
- The County assures the State that services to minority populations shall be reflected in the funding of projects.
- The County assures the State that projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.
- The County assures the State that the County complied with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.
- The County assures the State that non-profit subcontract agencies have the capacity to transmit data electronically.

k. CBCAP Outcomes

The following describes the plan to evaluate engagement outcomes for the program funded by CBCAP:

Request that each family served with CBCAP funds complete a Customer Satisfaction Survey at case closing that asks for a response to whether the family perceived that services were provided in a manner that achieved the following outcomes:

- Trained staff to provide services in a manner that ensures that families will develop trust in the staff
- Provided services in neighborhoods at sites that are convenient for families
- Created a welcoming environment at program activities
- Utilized voluntary programs such as support groups and family nights

Short-term outcomes reflect changes in knowledge, attitudes, skills and aspirations of participants within a relatively short period of time. Examples of short-term outcomes include:

- Increased knowledge of appropriate child development and the parent's role in preparing their child for school readiness

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- Importance of nutrition and danger of childhood obesity
- Importance of using alternative discipline methods
- How to select safe, appropriate childcare

The outcomes will be evaluated through the contracted service provider's regularly scheduled Progress Reports that require the providers of the services to track contracted outcomes through County approved assessment tools, such as pre/post tests or staff evaluations of client's progress.

Intermediate outcomes are primarily changes in applied skills and behavior. Examples of intermediate outcomes include:

- Increased uses of positive discipline skills
- Improvement in school readiness
- Completion of health insurance applications and maintenance of health insurance coverage

The outcomes will be evaluated through the contracted service provider's regularly scheduled Progress Reports that require the providers of the services to track contracted outcomes through County approved assessment tools, such as pre/post tests or staff evaluations of client's progress.

Long-term outcomes are broad statements reflecting long-term changes, primarily in status and conditions (sometimes called goals or impacts). Examples of long-term outcomes include:

- Decrease in the incidence of child abuse and neglect
- Decrease in substance abuse
- Decrease in domestic violence

Evaluation for these outcomes will be determined based on the County's COAS outcome data.

I. Peer Review

CSF contractors will be required to participate annually in a Peer Review process among the regional CSF contractors. The contract monitor will oversee the process and document findings. Contractors are paired to complete the Peer Review process. The Peer Review Team (Team) includes CSF Managers and direct service staff, County staff and consumers. The Team conducts a group process review of randomly chosen cases from their partner agency. The Team discusses the case plan development, progress toward completing goals, family engagement and timely entry in to services, gaps in services and suggestions regarding strategies for overcoming barriers encountered by the staff or consumer.

m. Service Array

The CWS contracts provide a continuum of support services for families at risk of child abuse or neglect. The contracts are funded by blending funds from federal, State and County sources including PSSF, CAPIT, Children's Trust Fund, CBCAP, CWS and Kinship Support Services Program. Blending funding promotes our ability to avoid

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duplication of services, ensure optimum prevention service utilization and maximize funding to provide a continuum of services, including the previously unmet needs and special needs of children (ages 0-18 years) and their families. All children entering the child welfare services out of home care system receive a developmental evaluation through the Children's Hospital Developmental Screening and Evaluation Program which may then refer special needs children as priority referrals for other CWS contracts. The continuum eliminates multiple agencies providing the same services, ensures families receive the services they need by utilizing funding to cover current gaps in services and maximizes the amount of services provided with available funding.

To ensure that families receive optimum prevention services, wherever they reside in the county, contractor staff utilize standardized intake and assessment tools, participate in countywide staff trainings and provide an approved parent education curriculum to families. Services are provided when families are available and wish to receive services. This requires that the contractor provide services in the evenings and/or on weekends. Families are encouraged to see the contracted services as a long-term resource in their community so that they know how to access services for their future needs for prevention services and can eliminate entry into the child welfare system. Services include the following continuum of service delivery:

- Primary prevention is provided through home visiting family support programs through *family preservation services* that assist children and families so they will not need child welfare services by being able to resolve crises, connect with necessary and appropriate services and remain safely together in their homes. County staff, community providers, educators, medical providers, law enforcement, other key stakeholders, and community members make this type of prevention referral. Parent education classes are open to the public and include a wide range of individuals. The Commission conducts public education campaigns related to parent education, cultural competency training and child abuse prevention.
- Secondary prevention is provided by home visiting programs through *family support services* that enhance high risk parents' ability to create stable and nurturing home environments that promote healthy child development, avoid unnecessary out-of-home placement of children and help children already in out-of-home care to be returned and maintained with their families or in another planned, permanent living arrangement. This type of referral is made primarily by CWS staff for services to families that are receiving child welfare services through a voluntary contract that is designed to allow children to remain in their own homes or who are preparing to reunify or have reunified and need additional prevention services to ensure that children are safe and do not enter or re-enter the child welfare system.
- PSSF funds for *time-limited reunification services* are utilized to fund contracted services for Family Visitation Centers for families with court-ordered supervised visitations.
- PSSF funds the *Adoption Support Services Program* contracted services that provide adoptive families with support groups for all family members, counseling, training and other needed services.

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Home visiting services include:

- Home visiting model – the United Way of San Diego County and CWS are collaborating to train contractor staff in the SafeCare® home visiting model for providing services to families at risk of child abuse or neglect. The California Evidence Based Clearinghouse has designated SafeCare as a promising practice. The SafeCare home visitation program provides direct skill training to parents in child behavior management and planned activities training, home safety training, and child health care skills to prevent and intervene with child neglect. The United Way is supporting this systemic change by funding the costs of the out-of-state SafeCare trainers that provided training and coaching to eight experienced contractor staff during the certification process. The contractor SafeCare certified staff are currently being trained to become SafeCare certified trainers and coaches (2-step process). When this process is completed, the local expertise will exist to systematically train other contractor staff countywide in the SafeCare model in a manner designed to maintain fidelity to the model and incorporate future improvements. Participation in the countywide SafeCare training process will be included in the next RFP.
- Parenting education – Currently the contractors provide parent education classes and ensure a number of unduplicated parents/caregivers complete a 12-week cycle of parent education classes. Contractors utilize a countywide, County approved, curriculum for families with a CWS case plan. They utilize specialized curriculums and training for kinship families, families with special needs children, adolescents, and other issues defined by the families receiving services. CWS is currently evaluating multiple parent education curriculums that may be included in the next RFP for these services. Curriculums are being evaluated based on their evidence-based effectiveness and/or ability to meet gaps in parent education services for special populations.
- Other support services – Currently contractors provide specialized services for kinship families, support groups, referrals for literacy services, mentoring and tutoring, and emergency/recreation activity funds. The County is evaluating a Parent Partner component in the next RFP.

The County's contractors are contractually required to have Memorandum of Understanding and strong working relationships with other relevant service providers such as:

- Domestic Violence Services for Families
- Family Self Sufficiency (homeless, EITC, unemployed)
- Mental Health Services Act funded services for adults and children
- Juvenile Probation funded Community Assessment Teams and diversion programs
- First 5 Commission funded Health and Development Services and pre-schools
- County funded after-school programs (Critical Hours)
- Cal WORKS programs and food stamps
- County funded substance abuse treatment programs

n. Children's Trust Fund

To provide a continuum of services for families and children it is necessary to utilize all

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available funding streams including CAPIT, CBCAP, PSSF, CWS and the Children's Trust Fund. The process of determining the most effective utilization of the CAPIT/CBCAP/PSSF funds has been an integral part of the planning process for supporting a comprehensive continuum of care for San Diego County families.

The funds are allocated to contracted services that support the Title IV-B federal outcomes. The collaborative model for the CSF contracts ensures dollars are leveraged through referrals of clients to other services, when appropriate. Because of the long-term collaborative focus of the County social services system, CWS staff and non-profit entities have well-established referral networks. CWS staff makes referrals to a range of contracted and private services that provide a continuum of care for the County's children. Providers of CSF services have linkages to innovative initiatives developed by the County such as Children's Mental Health Initiative that utilizes the wraparound model to support children and families.

The Children's Trust Fund fiscal and program information is published in the Commission's annual report to the BOS and public.

o. CAPIT/CBCAP/PSSF Services and Expenditure Summary

Please see Attachment H.

PQCR Executive Summary

The purpose of the Peer Quality Case Review (PQCR) is to learn through a qualitative examination of County Child Welfare and Probation practices. The PQCR is driven by the idea that social workers and probation officers have valuable insight in how the system works and how to affect change in the outcomes for children, youth and families.

“Tangible results” which were identified through the previous PQCR process in the County of San Diego were evident in this 2008 review process. Two recommendations from the 2005 PQCR included Family Engagement training for CWS social workers and reduced caseload size for probation officers in the Placement Unit. Both of these recommendations were adopted and the 2008 PQCR review teams noted social workers were able to clearly identify engagement strategies used when meeting with the family and probation officers had formed strong relationships with the youth they served, as they had more time to focus on youth and engaging their parents.

Child Welfare – Focus area Recurrence of Maltreatment of children under six years of age

In the planning process of identifying referrals for review, two salient points were identified early in the planning process, and were noted to address in the future:

- How the child and parents’ ethnicity was identified and coded in the Child Welfare System/Case Management System (CWS/CMS system), particularly in reference to Native American families
- The assignment of duplicate referrals

Information gathered from focus groups and interviews for CWS had three themes which impact the recurrence of maltreatment.

- The handling of allegations of emotional abuse, as a result of domestic violence, especially in families in the military. Social Workers indicated the current domestic violence policy presents challenges and obstacles to serving these families. Recommendations include a review of current domestic violence policy and its impact on practice and a dialogue with County Counsel regarding the best way to protect children in this situation.
- The limited time allotted to complete an investigation and close a referral, (30 days) is challenging to engage the family, link to services and ensure the services are in place. Recommendations include consulting with CDSS regarding the pros/cons for utilizing expanded timeframe of 60 days to complete investigations.
- The final CWS theme pertained to training. Workers and supervisors stated in general that the training offered through the County and the Public Child Welfare Training Academy (PCWTA) is an excellent opportunity to enhance skills to work better with children, youth and families. Recommendations include providing

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training within regions to provide better access for all to attend and to revise and offer ICWA training to include not only regulations but also available resources.

Probation – Transition to Adulthood

Throughout the planning process for Probation, there was an openness and acceptance of the challenges probation officers face in providing services to this vulnerable population. While many of the challenges were known, there was not a firm concept of how to approach addressing the challenging areas. Clear themes from the focus groups and interviews were identified for Probation to review and to begin to set out concrete and tangible plans to adopt.

- The identification of a general lack of knowledge among the probation officers of the roles and responsibility of Child Welfare social workers, Independent Living Skills (ILS) workers as well as, ILS resources. Recommendations include cross-training between CWS, ILS and Probation to increase knowledge and communication between disciplines.
- While different constituent groups identified distinctive points of transfer and the difficulties within their own identified process, an overall theme of improving the transfer and referral process within Probation to include the provision of full documentation was identified. Recommendations include adopting a policy for transfer and referral process to include full documentation. Additionally, explore the idea of holding Independent Readiness conferences as currently done in CWS.
- The final significant point identified involves the Transitional Independent Living Plan (TILP) document. During the PQCR process it was identified that the placement unit probation officer does not complete the TILP or any other assessment documents to assist in preparing youth for exiting the system. Recommendations include the regular use of the TILP among probation officers as well as introducing another form of assessment of the youth to target specific needs and identify strengths.

2008 County Self Assessment Executive Summary

This is the third County Self Assessment (CSA) process the County has conducted. This year's process was a tremendous success, both in terms of stakeholder participation and input. As in past years, Child Welfare Services together with the County's Juvenile Probation Services and the Commission on Children Youth and Families (CCYF) conducted a thorough examination of the County's child welfare services and practices.

This year's CSA process was integrated with the triennial needs assessment required for the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs. This was a true partnership with the community and prevention partners that examined our strengths and needs from prevention through the continuum of care, including reviews of the current levels of performance, procedural and systemic practices, and available resources.

In September 2008, the CSA Team met for three productive meetings. The Team gathered and analyzed a wide variety of data to identify the County's strengths and areas needing improvement. The cumulative participation for the CSA meetings was over 160 participants and included youth, parents, tribal representatives, community social service providers, educational providers, military providers, law enforcement, and county staff from CWS, Public Health, Probation, Alcohol and Drug Services, Public Defenders Office, Court Appointed Special Advocates and the Juvenile Court.

In addition to the three CSA Team meetings, the County held six stakeholder focus groups and distributed a CSA Survey. Over 100 parents, youth, kinship caregivers, and law enforcement participated in the focus groups. Information gathered from the groups and surveys were included in the final CSA report.

Focus Areas for the CSA Discussions were the following:

- Reunification
- Adoption
- Placement Stability
- Child Transitioning to Self Sufficient Adulthood
- Community-Based Child Abuse Prevention and Intervention

Areas of Strength

Team Decision Making
Array of Services
Parent Search

Family Engagement
23-hour Assessment Centers
Family Finding

Areas of Need

- Specialized and individualized parent case plans and services
- Child Placement and developmental needs assessment

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- Visitation
- Concurrent planning for adoption or other permanent plans such as guardianship
- Paternal inclusion in case plans and services
- Kinship caregiver support and services
- Outreach and education to be positive parenting messages rather than child abuse prevention messages
- Child Abuse Prevention strategies need to be positive and strength based

The overall evaluation about the 2008 CSA process was positive. Stakeholders expressed appreciation for being included in the CSA process and for the time the County provided them to express what they had to say. In addition, for the first time, the State required the final CSA Report be approved by the County Board of Supervisors (BOS). The CSA Report and Board Letter were approved by the BOS on December 9, 2008 and report was submitted to the State January 2, 2009.

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Attachment C

**County of San Diego Board of Supervisors
Resolution
County of San Diego 2009-2012 Child Welfare System Improvement Plan**

RESOLUTION

County of San Diego 2009-2012 Child Welfare System Improvement Plan

WHEREAS, the County of San Diego is committed to protecting children from abuse and neglect, and

WHEREAS, the California Department of Social Services, Children and Family Services Division, oversees the California Outcomes and Accountability System (COAS), formerly known as the California Children and Family Services Review (C-CFSR), to monitor and assess the quality of services provided on behalf of maltreated children, and

WHEREAS, the California Department of Social Services, Office of Child Abuse Prevention makes available State revenue under the Child Abuse Prevention, Intervention and Treatment program, and

WHEREAS, the Office of Child Abuse Prevention allocates federal revenue under the Child Abuse Prevention Intervention and Treatment, Community Based Child Abuse Prevention and Promoting Safe and Stable Families programs, and

WHEREAS, the Board of Supervisors of the County of San Diego has determined that there is a need for child abuse prevention and intervention services to strengthen the effectiveness of the Community Services for Families Continuum, which integrates County child abuse prevention and intervention programs and services, and

WHEREAS, revenue received under the Child Abuse Prevention, Intervention and Treatment, Community Based Child Abuse Prevention and Promoting Safe and Stable Families, assists the County of San Diego to achieve goals outlined in the "Kids" and "Safe and Livable Communities" initiatives in the County's Five-Year Strategic Plan, and

WHEREAS, the Health and Human Services Agency will administer revenue and contracts that provide services funded by the Child Abuse Prevention, Intervention and Treatment, Community-Based Child Abuse Prevention and Promoting Safe and Stable Families programs, and

WHEREAS, the County of San Diego Health and Human Services Agency and the Commission on Children, Youth and Families, developed the approved report for funding under the Child Abuse Prevention, Intervention and Treatment, Community Based Child Abuse Prevention and Promoting Safe and Stable Families programs for Fiscal Years 2009-10, 2010-11, 2011-12, and

WHEREAS, the Board of Supervisors of the County of San Diego designated the Commission on Children Youth and Families, as the local child abuse prevention council, the citizen body that oversees the programs and priority recommendations for the allocation of the Children's Trust Fund in accordance to Welfare and Institution Code Sections 18965, 18982 and related sections, and

WHEREAS, the System Improvement Plan meets the requirements specified by the California Department of Social Services, Children and Family Services Division and the Office of Child Abuse Prevention, and is approved by the Board of Supervisors;

BE IT RESOLVED that the Board of Supervisors of the County of San Diego approves the Child Welfare System Improvement Plan for Fiscal Years 2009-2012 and authorizes the Health and Human Services Agency to submit the County of San Diego's System Improvement Plan to the California Department of Social Services, Children and Family Services Division and the Office of Child Abuse Prevention.

ON MOTION of Supervisor Roberts, seconded by Supervisor Horn, the above Resolution was passed and adopted by the Board of Supervisors, County of San Diego, State of California, on this 21st day of April, 2009, by the following vote:

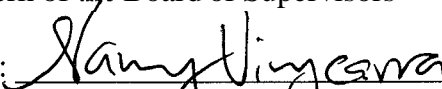
AYES: Cox, Jacob, Slater-Price, Roberts, Horn

- - -

STATE OF CALIFORNIA)
County of San Diego)^{SS}

I hereby certify that the foregoing is a full, true and correct copy of the Original Resolution entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By: 
Nancy Vizcarra, Deputy



No. 09-075

04/21/2009 (5)

APPROVED AS TO FORM AND LEGALITY
COUNTY COUNSEL.

BY 
SENIOR DEPUTY

Attachment D

**BOS Resolution establishing the Commission on Children Youth and Families
Assuming Duties of the Local Child Abuse Prevention Council**

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

RESOLUTION

**Approval of Commission on Children, Youth and Families Assuming Duties
of the Local Child Abuse Prevention Council**

WHEREAS, the San Diego Community Child Abuse Coordinating Council, a non-profit corporation, presently functions as the local child abuse prevention council in San Diego County, as provided for by California Welfare and Institutions Code Section 18982 and related sections; and

WHEREAS, an analysis by the Office of Child Abuse Prevention and the San Diego Community Child Abuse Coordinating Council has shown that the majority of specific functions required of a local child abuse prevention council by the Welfare and Institutions Code are presently being performed by the County of San Diego Commission on Children, Youth and Families, and

WHEREAS, the Commission on Children, Youth and Families is a multi-disciplinary advisory board that was established by the Board of Supervisors to advise the Board on the entire range of issues concerning children, youth and families; and

WHEREAS, the Commission on Children, Youth and Families takes a leadership role in identifying and addressing the needs of children, youth, and families who are in the public charge and/or whose safety and welfare may be at risk; and

WHEREAS, the San Diego Community Child Abuse Coordinating Council would be greatly strengthened if it were established as a standing committee of the Commission on Children, Youth and Families rather than continuing as a separate entity;

BE IT RESOLVED that the Board of Supervisors of the County of San Diego authorizes the County of San Diego Commission on Children, Youth and Families to undertake the functions of a local child abuse prevention council, as described by California Welfare and Institutions Code Section 18982 and related sections, including matters related to the Children's Trust Fund, and establish a standing committee, titled Child Abuse Prevention Coordinating Committee, to assist the Commission as a whole in exercising those functions.

PASSED AND ADOPTED by the Board of Supervisors of the County of San Diego, State of California, this 26th day of February, 2002 by the following vote:

AYES: Cox, Jacob, Slater, Horn

ABSENT: Roberts

**APPROVED AS TOP FORM AND LEGALITY
COUNTY COUNSEL**

BY


SENIOR DEPUTY

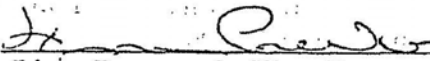
County of San Diego
2009-2012 Child Welfare System Improvement Plan

ON MOTION of Supervisor Horn, seconded by Supervisor Jacob, the Board of Supervisors adopted the foregoing Resolution.

STATE OF CALIFORNIA)
County of San Diego)^{ss}

I hereby certify that the foregoing is a full, true and correct copy of the Original Resolution entered in the Minutes of the Board of Supervisors.

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

By 
Lixya Preston de Silva, Deputy



Resolution No. 02-36
2/12/02 (21)

Attachment F

Copies of the Following Rosters:

Child Abuse Prevention Consortium *

Commission on Children, Youth and Families

**** Also fulfills the function of the PSSF Collaborative Committee***

County of San Diego
2009-2012 Child Welfare System Improvement Plan

Commission on Children, Youth and Families Roster*

Board Appointed At-Large

Supervisory District 1 Representative

Emerald Randolph, Ed.D. (619) 691-5213 erandolph@ci.chula-vista.ca.us
Director
Cast Program/Chula Vista
P.O. Box 17
Jamul, CA 91935

Supervisory District 2 Representative

JoAnne Bushby (619) 579-1191 jvrbushby@cox.net
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El Cajon, CA 92020

Supervisory District 3 Representative

Jeanette Day (858) 974-5722 Jeanette.Day@sdcounty.ca.gov
Office of the Public Defender
8525 Gibbs Drive
San Diego, CA 92123 MS: P-300

Supervisory District 4 Representative

Margie de Ruyter (619) 228-2972 MargieR@workforce.org
Director, Youth Programs
San Diego Workforce Partnership
3910 University Avenue
San Diego, CA 92105

Supervisory District 5 Representative

Katherine Smith-Brooks (760) 434-3420 ncami@msn.com
3585 Catalina Drive
Carlsbad, CA 92008

Board Designated

CEO, Child Abuse Prevention Foundation

Honorable Susan Golding (858) 278-4400 sg@capfsd.org
Chief Executive Officer
Child Abuse Prevention Foundation
(CAPF)
9440 Ruffin Court
San Diego, CA 92123

Alternate **Teresa A. Stivers** (858) 278-4400 x20 Teresa@capfsd.org
Program Manager
Child Abuse Prevention Foundation
9440-A Ruffin Court
San Diego, CA 92123

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

Chair, San Diego County Child Care Planning Council

	Michelle Soltero	(619) 316-2343	msolter@wested.org
	Chairperson San Diego County Child Care and Development Planning Council 6401 Linda Vista Road San Diego, CA 92111		
Alternate	Kathryn Ingram, Ed.D	(619) 644-7716	kathryn.ingrum@gcccd.edu
	Vice Chair San Diego County Child Care and Development Planning Council 6401 Linda Vista Road San Diego, CA 92111		

Executive Director, Children's Initiative

	Sandra McBrayer	(858) 581-5880	CISLM@SAN.RR.COM
	Chief Executive Officer The Children's Initiative 4438 Ingraham Street San Diego, CA 92109		
Alternate	Paula Ingram	(858) 581-5881	pingrum@theci.org
	Report Card Project Manager The Children's Initiative 4438 Ingraham Street San Diego, CA 92109		

Executive Director, Voices for Children

	Sharon Lawrence	(858) 569-2019 x225	sharonl@voices4children.com
	President/CEO Voices For Children 2901 Meadow Lark Drive San Diego, CA 92123	MS: P-299	
Alternate	Cindy Charron	(858) 569-2096 x224	cindyc@voices4children.com
	CASM / ES Program Manager Voices for Children 2851 Meadow Lark Drive San Diego, CA 92123		

Public Official

Chancellor, San Diego Community College District

	Constance Carroll, Ph.D.	(619) 584-6957	ccarroll@sdccd.edu
	Chancellor San Diego Community College District 3375 Camino del Rio South San Diego, CA 92108		
Alternate	Lynn Ceresino Neault	(619) 584-6922	lneault@sdccd.net
	San Diego Community College District 3375 Camino del Rio South San Diego, CA 92108		

Chief Probation Officer

	Mack Jenkins	(858) 514-3200	Mack.Jenkins@sdcounty.ca.gov
	Chief Probation Officer County of San Diego Probation		

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

	Department 9444 Balboa Avenue San Diego, CA 92123	MS: P-232	
Alternate	John Hensley Assistant Chief Probation Officer County of San Diego Probation Department 7798 Starling Dr. San Diego, CA 92123	(858) 514-3116	John.Hensley@sdcounty.ca.gov
		MS: P-232	
	<u>County Counsel</u>		
	John Sansone County Counsel County of San Diego, County Counsel 1600 Pacific Highway San Diego, CA 92101	(619) 531-4847	John.Sansone@sdcounty.ca.gov
		MS: A-12	
Alternate	John Philips Chief Deputy County of San Diego, County Counsel 4955 Mercury Street San Diego, CA 92111	(858) 492-2530	John.Philips@sdcounty.ca.gov
		MS: O-207	
	<u>County Superintendent of Schools</u>		
	Randolph Ward, Ed.D. Superintendent of County Schools San Diego County Office of Education 6401 Linda Vista Road San Diego, CA 92111-7399	(858) 292-3500	rward@sdcoe.net
Alternate	Loretta Middleton, MA, Ed.S. Sr. Director - Student Support Services San Diego County Office of Education 6401 Linda Vista Road San Diego, CA 92111-7399	(619) 300-3083	lmidd@sdcoe.net
	<u>Deputy Director, Child Welfare Services</u>		
	Mary Harris, LCSW Director County of San Diego, HHSA-CWS 6950 Levant Street San Diego, CA 92111	(858) 694-5379	Mary.Harris@sdcounty.ca.gov
		MS: W-94	
Alternate	Roseann Myers Assistant Deputy Director County of San Diego, HHSA-CWS/PPS 4990 Viewridge Avenue San Diego, CA 92123	(858) 514-6601	Roseann.Myers@sdcounty.ca.gov
		MS: W-478	
	<u>Deputy Director, Health and Human Services Agency (Public Health Services)</u>		
	Wilma Wooten, M.D., M.P.H. Public Health Officer County of San Diego, HHSA-PHS 1700 Pacific Highway San Diego, CA 92101	(619) 515-6597	Wilma.Wooten@sdcounty.ca.gov
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**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

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County of San Diego, HHSA-PHS
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Director, Children's Mental Health Services

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**Director, County of San Diego Parks and Recreation
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**Director, Department of Housing and Community
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Director, Health and Human Services Agency

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Alternate **Pam Smith** (858) 495-5858 Pam.Smith@sdcounty.ca.gov

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

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Executive Director, First 5 Commission of San Diego

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Member, Board of Supervisors

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County of San Diego, Board of
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Presiding Judge, Juvenile Court (Chairperson)

Honorable Susan Huguenor (858) 634-1501 Susan.Huguenor@sdcourt.ca.gov
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Juvenile Court
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**Representative, San Diego County School Boards
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**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

San Diego County Sheriff's Department

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Collaborative Representative, North Inland Region

VACANT

Collaborative Representative, South Region

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Director
Chula Vista Community Collaborative

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

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Consumer

VACANT

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Representative, American Academy of Pediatrics

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

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5029 Park West Avenue
San Diego, CA 92117

Representative, Office of the Public Defender

VACANT

**Representative, San Diego Association of Non-Profits
(SANDAN)**

Walter Philips (619) 221-8600 x225
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San Diego, CA 92110

Alternate **Doug Perkins** (858) 752-6145 dp@pacgateway.com
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School District Superintendent

VACANT

Superintendent, San Diego Unified School District

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Superintendent
San Diego Unified School District
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Alternate **Arun Ramanathan, Ed.D.** (619) 725-7087 aramanathan@sandi.net
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San Diego Unified School District
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**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

CHILD ABUSE PREVENTION CONSORTIUM STEERING COMMITTEE

NAME		AGENCY	PHONE	EMAIL
Alonso	Veronica	Community Resource Center	760-230-1855	valonso@crcncc.org
Angene	Lyn	Juvenile Court	858-694-4211	lyn.angene@sdcourt.ca.gov
Blevins	Chesley	Office of Violence Prevention	858-581-5813	chesley.blevins@sdcounty.ca.gov
Carter	Laura	Health and Human Services Agency	619-401-3615	laura.carter1@sdcounty.ca.gov
Choice	Pamela	Community Resource Center	760-753-1156	pchoice@crcncc.org
Comstock	Debbie	ERCN/CSF/ECFJC	619-871-6947	dlittlehouse@cox.net decfjc@cox.net
Conradi	Lisa	Chadwick Center	858-576-1700 ext. 6008	lconradi@chsd.org
DePriest	Jolyn	Job Corps		depriest.jolyn@jobcorps.org
Devine	Vicki	CCYF	858-514-4660	vicki.devine@sdcounty.ca.gov
Devoss	Angie	HHSA/Child Welfare Services	619-557-3320	angie.devoss@sdcounty.ca.gov
Dietz	Jackie	Chadwick Hospital		jdietz@chsd.org
Dumser	Maxine	South Bay Community Services		mdumser@csbcs.org
Fiore	Gina	SANDAPP	858-755-1518	gtfiore@gmail.com
Foreman	Mark	SDFJC	619-533-6010	espere.siempre@cox.net
Foster	Ryann	HHSA – CWS	619-401-4647	Ryann.foster2@sdcounty.ca.gov
Fudge	Margo	Child Welfare Services/North Inland	760-480-3475	margo.fudge@sdcounty.ca.gov
Garcia	Martha	Health and Human Services Agency	619-409-3387	martha.garcia1@sdcounty.ca.gov
Grasse	Libby	Public Health Nursing North Central Region	858-514-4719	libby.grasse@sdcounty.ca.gov
Griffin	Dawn	Domestic Violence Council	760-331-7493	dgriffin@alliant.edu
Grossman	Cindy	SANDAPP/DV Council	619-235-5002	cgrossman@sandi.net
Guerra	Paula	Home Start, Inc.	619-692-0727 Ext. 123	pguerra@home-start.org
Hoene	Elyce	CWS-PPS	858-514-6646	Elyce.hoene@sdcounty.ca.gov
Leon-Torres	Eve	Alcohol and Drug Services		eve.leon@sdcounty.ca.gov
Loomis	Debra	IPH/County OVP	858-581-5802	debra.loomis@sdcounty.ca.gov
Maier	Ashley	UCSD Community Pediatrics	619-955-1042	amaier@ucsd.edu
Marroquin	Terra	Office of Violence Prevention	858-581-5805	terra.marroquin@sdcounty.ca.gov
Marto	Donna Ewing	Family & Youth Roundtable of San Diego	619-546-5852	donna@fyrt.org

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

NAME		AGENCY	PHONE	EMAIL
Mejia	Maria	Family & Youth Roundtable	619-546-5852	maria@fyrt.org
Muecke	Chris	San Diego Unified School District	858-272-9641 x179	cmuecke@san.rr.com
Myers	Roseann	HHSA – CWS - Policy and Program Support	858-514-6601	roseann.myers@sdcounty.ca.gov
Norkowski	Karen	FJC – Military Liaison	619-533-3592	karennorkowski@yahoo.com
Quayle	Amanda	San Diego Unified School District		abquayle@san.rr.com
Quintanar	Elena	HHSA South Region	619-409-3324	elena.quintanar@sdcounty.ca.gov
Radke	Judith	Volunteer	858-699-6796	0717judy@gmail.com
Rajsbaum	Tatiana	HHSA / Childrens	619-557-3262	trajsbaum@sdcounty.ca.gov
Randolph	Harold	Commission on Children, Youth and Families	858-514-4770	harold.randolph@sdcounty.ca.gov
Rapozo	Tami	Jewish Family Service – CHAMP	858-637-3303	tamir@jfssd.org
Riddle	Caity	Community Resource Center		criddle@crcncc.org
Rosenberg	Leesa	HHSA/CWS/PPS		leesa.rosenberg@sdcount
Sepulveda	Allison	SD Deaf Mental Health Services		info@sddmhs.org
Stivers	Teresa	CAPF	858-427-1101	teresa@capfsd.org
Swagler	Richele	HHSA-CWS-PPS	858-514-6636	richele.swagler@sdcounty.ca.gov
Sykes	Janedra	Center for Community Solutions	619-697-7477	jsykes@ccssd.org
Torosian	Tonya	CCYF	858-514-4616	tonya.torosian@sdcounty.ca.gov
Vaughn	Mary	HHSA/CWS	858-694-5425	mary.vaughn@sdcounty.ca.gov
Vieira	Mara	CARE – Cultural Access Resource Enhancement		mvieira@comresearch.com
Webb	Tenaya	El Cajon Police/ECDVC	619-602-8484	10acairs@cox.net
Weston	Tracey	OVP	858-486-7154	teachertracey@san.rr.com
Wilson	Charles	Family & Youth Roundtable	619-427-7540	coachcw@fyrt.org
Wright	Pam	South Bay Community Services	619-420-3620	pwright@cscs.org

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA
DEPARTMENT OF SOCIAL SERVICES

NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR SAN DIEGO COUNTY

PERIOD OF PLAN: 07/01/2009 THROUGH 06/30/2012

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code (**W&I Code Section 18962(a)(2)**).

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates the Health and Human Services Agency as the public agency to administer CAPIT and CBCAP.

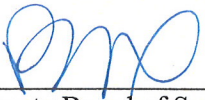
W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates the Health and Human Services Agency as the public agency to administer PSSF.

Please check the appropriate box.

- The County intends to contract with public or private nonprofit agencies to provide services.
- The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with _____ County to provide administrative oversight of the projects.

In order to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan:

California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 8-11-82
Sacramento, California 95814

 Dir of Operations

County Board of Supervisors Authorized Signature

5/1/09
Date

Nick Macchione, MS, MPH, FACHE
Print Name

Director, Health and Human Services
Agency
Title

APPROVED AS TO FORM AND LEGALITY
COUNTY COUNSEL.

BY 
SENIOR DEPUTY

**County of San Diego
2009-2012 Child Welfare System Improvement Plan**

Attachment H

**CAPIT/CBCAP/PSSF Expenditure Summary Worksheets
For Year 1, Year 2 and Year 3**

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures
Worksheet 1

(1) COUNTY: San Diego

(2) PERIOD OF PLAN: 7/1/09 thru 6/30/12

(3) YEAR: 2 & 3

(4) FUNDING ESTIMATE:

CAPIT 868,404

CBCAP: \$100,000.00

PSSF: \$2,100,898.00

OTHER: \$2,206,967.00

Line No.	Title of Program/Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPIT	CBCAP				PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL
				Dollar amount that will be spent on CAPIT Direct Services	Dollar amount that will be spent on CBCAP Direct Services	Dollar amount that will be spent on CBCAP Infra Structure	Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities (Sum of columns F1, F2, F3)	Dollar amount of PSSF Allocation that will be spent on PSSF activities (Sum of Columns G2, G3, G4, G5)	From Column H				Dollar amount that comes from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program/Practice (Sum of Columns E, F4, G1, H1)
										Dollar amount of Column G1 that will be spent on Family Preservation	Dollar amount of Column G1 that will be spent on Family Support	Dollar amount of Column G1 that will be spent on Time-Limited Reunification	Dollar amount of Column G1 that will be spent on Adoption Promotion & Support			
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
1	Community Service for		NA	\$868,404	\$70,000			\$70,000	\$1,260,538	\$420,180	\$840,358			\$2,206,967	CWS and CTF	\$4,405,909
2	Commission on Children Youth and Families						\$30,000	\$30,000	\$0							\$30,000
3	Adoptions Support Services		San Diego Youth Services					\$0	\$420,180				\$420,180			\$420,180
4	Family Visitation Services		Casa de Amparo, Crisis House Inc. and New Alternatives					\$0	\$420,180			\$420,180				\$420,180
5								\$0	\$0							\$0
6								\$0	\$0							\$0
7								\$0	\$0							\$0
8								\$0	\$0							\$0
9								\$0	\$0							\$0
10								\$0	\$0							\$0
11								\$0	\$0							\$0
12								\$0	\$0							\$0
13								\$0	\$0							\$0
14								\$0	\$0							\$0
15								\$0	\$0							\$0
16								\$0	\$0							\$0
17								\$0	\$0							\$0
20								\$0	\$0							\$0
21								\$0	\$0							\$0
22								\$0	\$0							\$0

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures
Worksheet 1

(1) COUNTY: San Diego

(2) PERIOD OF PLAN: 7/1/09 thru 6/30/12

(3) YEAR: 1

(4) FUNDING ESTIMATE:

CAPIT 868,404

CBCAP: \$100,000.00

PSSF: \$2,100,898.00

OTHER: \$2,206,967.00

Line No.	Title of Program/Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPIT	CBCAP				PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL
				Dollar amount that will be spent on CAPIT Direct Services	Dollar amount that will be spent on CBCAP Direct Services	Dollar amount that will be spent on CBCAP Infra Structure	Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities (Sum of columns F1, F2, F3)	Dollar amount of PSSF Allocation that will be spent on PSSF activities (Sum of Columns G2, G3, G4, G5)	From Column H				Dollar amount that comes from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program/Practice (Sum of Columns E, F4, G1, H1)
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
1	Community Service for Families		Current providers are Home Start Inc., South Bay Community Services, Social Advocates for Youth and North County Lifeline. This program will issue an RFP and the new contracts will begin 1/1/10. These contractors are TBD.	\$868,404	\$70,000			\$70,000	\$1,260,538	\$420,180	\$840,358			\$2,206,967	CWS and CTF	\$4,405,909
2	Commission on Children Youth and Families						\$30,000	\$30,000	\$0							\$30,000
3	Adoptions Support Services		San Diego Youth Services					\$0	\$420,180				\$420,180			\$420,180
4	Family Visitation Services		Casa de Amparo, Crisis House Inc. and New Alternatives					\$0	\$420,180			\$420,180				\$420,180
5								\$0	\$0							\$0
6								\$0	\$0							\$0
7								\$0	\$0							\$0
8								\$0	\$0							\$0
9								\$0	\$0							\$0
10								\$0	\$0							\$0
11								\$0	\$0							\$0
12								\$0	\$0							\$0

Attachment I

Description for Planned Programs

Adoptions Support Services

This program provides a range of services on a county-wide basis to support the adoption of special needs children during the home study process through post-finalization. The program uses a model of attachment theory-based support services for adults and children involved in the adoption process in order to:

- Increase support for adults and children involved in adoptive, relative and or foster placements, and relative and/or foster placements in which adoption has been recommended as the legal permanent plan.
- Increase the stability of child placements in adoptive families.
- Increase the understanding of adoption issues and attachment-based parenting techniques for family members.
- Increase the skills for all family members involved in the life-long issues of adoption.
- Improve the adoption competence of HHS staff and community-based service providers who interact with or treat adoptive families.

Community Service for Families

The Community Services for Families (CSF) program is designed to provide a continuum of support services for families at risk of child abuse or neglect. Services are provided through collaborative entities composed of community-based partners and County staff.

CSF service deliverables include:

- Case management - Utilizing a family strengths and family participation model.
- Parenting education - County approved curriculum are used for families with a child welfare services case plan, and utilize specialized curriculums and training for kinship and guardianship families, families with special needs children, adolescents, and other issues defined by the families receiving services.
- Support Services - Such as, specialized services for kinship families, support groups, literacy services, mentoring, tutoring, emergency fund, recreation activities, transportation and housing assistance, through direct provision of services, sub-contacting services and/or referrals to community partners.

Five objectives have been established for the CSF program. The objectives are Child Safety, Child-Well Being, Stable Living Environments, Permanency and Development of Community Involvement.

Family Visitation Services

Family Visitation staff provides visitation services in a family-friendly setting in each region. Visitation center staff receives referrals from social workers, schedule and supervise visits, handle cancellations/terminations, provide transportation services, maintain communication with social workers and provide them with reports, assist with problem solving, and other concerns/issues that occur.

Family Visitation Services help:

- Maintain the bond between the child and parents while living apart
- Decrease the trauma associated with family separation
- Increase parental compliance with visitation orders
- Reinforce appropriate parent/child interaction and positive parenting skills
- Reduce reunification time by facilitating frequent and positive visits
- Maximize visits in natural settings

CBCAP EVIDENCE-BASED AND EVIDENCE INFORMED¹⁷
PROGRAMS AND PRACTICES CHECKLIST

Directions: Review the documentation and information regarding the program/practice being considered and place a check mark for each item under YES or NO. Programs/ practices must receive a YES answer for every item in order to be categorized as Evidence-based or Evidence-informed for the CBCAP PART Efficiency measure.

Name of Program/Practice being evaluated: Safe Care
Reviewed by: Richele Swagler
Date: March 10, 2009

PROMISING PROGRAMS AND PRACTICES

PROGRAMMATIC CHARACTERISTICS

YES NO

- | | | |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The program can articulate a <u>theory of change</u> which specifies clearly identified <u>outcomes</u> and describes the activities that are related to those <u>outcomes</u> . This is represented through presence of a program <u>logic model</u> or <u>conceptual framework</u> that depicts the assumptions for the activities that will lead to the desired <u>outcomes</u> . |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The program may have a book, manual, other available writings, and training materials that specifies the components of the practice protocol and describes how to administer it. The program is able to provide formal or informal support and guidance regarding program model. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | The practice is generally accepted in clinical practice as appropriate for use with children and their parents/caregivers receiving services child abuse prevention or family support services. |

RESEARCH & EVALUATION CHARACTERISTICS

YES NO

- | | | |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | There is no clinical or <u>empirical</u> evidence or theoretical basis indicating that the practice constitutes a substantial risk of harm to those receiving it, compared to its likely benefits. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | At least one study utilizing some form of <u>control or comparison group</u> (e.g., <u>untreated group</u> , <u>placebo group</u> , <u>matched wait list</u>) has established the practice's <u>efficacy</u> over the <u>placebo</u> , or found it to be comparable to or better than an appropriate comparison practice, in reducing <u>risk</u> and increasing <u>protective factors</u> associated with the prevention of abuse or neglect.. The <u>evaluation</u> utilized a <u>quasi-experimental</u> study design, involving the comparison of two or more groups that differ based on their receipt of the program or practice. A formal, independent report has been produced which documents the program's positive <u>outcomes</u> . |

¹⁷ These categories were adapted from material developed by the California Clearinghouse on Evidence-Based Practice in Child Welfare and the Washington Council for the Prevention of Child Abuse and Neglect.

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- The local program is committed to and is actively working on building stronger evidence through ongoing evaluation and continuous quality improvement activities. Programs continually examine long-term outcomes and participate in research that would help solidify the outcome findings.

- The local program can demonstrate adherence to model fidelity in program or practice implementation.

Attachment K

2006-2009 System Improvement Plan

Highlights

The following highlights accomplishments made from 2006-2009 and are based on the five outcome measures:

Safety

Decrease Child Abuse and/or Neglect in Foster Care

- The pilot program Project KEEP was expanded countywide through the Community Services for Families (CSF) contract. Project KEEP is a parent training intervention program based on the Parent Management Training that was found to be effective in increasing parent competencies and reducing child behavior problems. The KEEP evaluation report was submitted on June 30, 2007. Report findings indicate that the KEEP intervention continues to be effective at reducing child behavior problems over the course of the intervention. In addition, foster parents found the format of the intervention to be conducive to learning new parenting strategies and forming positive and supportive relationships with other foster parents. Treatment and supervision fidelity is critical parts of the successful countywide implementation of the KEEP intervention model.
- Placement Stabilization Clinicians were placed throughout the regions to provide additional support service to foster, kinship and Non-Relative Extended Family Members (NREFM) caregivers. These clinicians provide short-term mental health crisis intervention to caregivers and children when a caregiver has notified the social worker of a need.
- Identified opportunities to maximize partnerships with community providers to present five regionally based Kinship Summits.
- Partnered with the San Diego Unified School District to provide Multi-Systemic Therapy, an evidenced-based intervention to CWS and Juvenile Probation clients.
- A Regional 24 hour SOS Hotline Pilot Project was implemented to support foster parents.
- Quarterly respite nights were developed by community partner and placement unit in East Region.
- Way Station monthly support groups were held and chaired by placement unit.
- Monthly neighborhood Coffees that included Foster Parent training were held.

Permanency and Stability

Decrease Length of Time to Exit Foster Care to Reunification

- Introduced Structured Decision-Making (SDM) reassessments.
- Visitation guideline training was provided to 405 CWS staff.
- Family Engagement curriculum was developed and 150 CWS staff was trained.

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- Team Decision-Making (TDM) was implemented across all CWS regions for children who were at risk of placement disruption.
- CWS partnered with the Academy of Professional Excellence and South Bay Community Services to finalize the Parent Peer Support Group training curriculum to provide parents with a culturally sensitive and language appropriate explanation of the child welfare and juvenile court systems.
- Approved funding for the Foster Parent Mentor Program to train experienced foster parents to mentor other foster parents.
- Developed a SDM data analysis tools for supervisory case consultations on all Family Reunification cases.
- Enhanced relative search strategies by identifying 6 regional clerks and were provided advanced parent search computer lab training.
- Public Child Welfare Training Academy provided Engagement skill training to social workers.
- An annual report was published on January 2008 to inform the public about the CWS population.
- Disproportionality reports for African American and Native American children were prepared for community stakeholders groups.

Decrease Time to Adoption

- Trained TDM facilitators to include concurrent planning as an option in all TDM meetings.
- Court report templates were developed and reviewed to include concurrent planning.
- Implemented new family search methods by hiring and training Parent Search Clerks.
- Identified barriers with placing children with relatives and developed placement approval procedures.
- CWS staff, including all TDM facilitators, were trained in concurrent planning.
- Developed referral guidelines for Voices of Children and provided presentation to HHS Program Managers on January 10, 2006.
- Family Finding contract was implemented in October 2007

Decrease Re-entry into Foster Care

- The Data unit developed a tool to analyze data and provide reports on re-entry cases.
- An MSW Intern was assigned to review 226 cases and data unit reports were used to do case readings for quality assurance.
- All CWS staff was trained to use the Structured Decision-Making risk assessment tool and full implementation occurred in January 2007.

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- CWS Supervisors and Managers were trained in SDM case readings (reassessments) in November 27 & 28, 2006.
- An SDM report was developed to monitor regional implementation and the Safe Measures report was used for quality assurance.
- SDM presentation and training was provided to key stakeholders in September 2006 and February 2007.
- Integration Study commenced in 2006-2007 between a partnership with Child Welfare Services Behavior Health, First Five, Alcohol and Drug Services, and Juvenile Probation that examines linkages between the agencies and identifies which linkages are associated with more appropriate and efficient allocation of service resources and decreased racial and ethnic disparities.
- Annual Substance Abuse Conference for Kinship and Foster Parents was held.
- Youth Empowerment Summit (YES) was held in the South Region.
- Use of regional Quality Assurance Supervisor and social workers to review cases of recidivism for “lessons learned”.

Family Relationships and Community Connections

Increase Siblings Placed Together in Foster Care

- TDM facilitators were trained to include sibling placement as a primary consideration addressed in all TDM meetings and was incorporated into TDM plans whenever possible.
- Evaluated the Foster Home Licensing waiver process and developed a Sibling-Related Waiver Consultation process to facilitate and expedite sibling placement.
- Foster Home Licensing partnered with community providers to coordinate summer camp scholarship for sibling groups.
- Provided training and information on sibling placement to foster parents and kinship caregivers.
- Partnered with the community to coordinate five Kinship Support Summits for kinship caregivers in June 2007.
- Implemented the KinGAP Outreach Project

Systemic Factors

Fairness and Equity

- Developed strategies that address overrepresentation of cultural groups in the child welfare system. The County’s Fairness and Equity Workgroup developed an Action Plan that includes improvement outcomes to address disproportionality with special emphasis on African Americans and Native Americans. All CWS training curriculum was updated to address disproportionality. Family Engagement training was provided across all County regions. TDM readiness training was provided to County staff, foster parents, and community partners.

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- Developed a Fact Sheet on Disproportionality and distributed it to CWS staff and community partners.
- Reviewed child welfare disproportionality data that led the County to focus on two Central Region zip codes. A focus group was established in those corresponding zip codes to review data and make recommendations that may potentially impact disproportionality.
- The Choice Program curriculum for the foster parent training program was developed and reviewed by Probation. The curriculum was developed in both English and Spanish.
- Trained parent/family advocates in the South Region, by contracting with South Bay Community Services and San Diego Family and Youth Roundtable for the Parent Peer Support Group (PPSG).

Quality Assurance System

- The Data Unit continues to evaluate current social work practices and provide technical assistance to staff to improve accountability and promote continuous improvement.
- The Data Unit is fully staffed with well-qualified staff.
- A Quality Assurance (Self-Evaluation) Workgroup was established in April 2007. The workgroup reviews data reports and quality assurance issues to support the SIP.
- A Data Unit Advisory Workgroup was established and meets weekly.
- AB636 Compliance Reports were revised and distributed three times quarterly. The AB636 reports were presented at all Program Integrity meetings between January and June 2007.
- The Data Unit distributes a minimum of thirteen monthly/quarterly data reports to support quality assurance and tracking of outcomes. Examples include Change of Placement reports, Relative Home Assessments Internal Audit Reports and Licensed Foster Home Reports. Reports are provided to CWS staff and community stakeholders.

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