

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project



All County Plans for the Title IV-E Child Well-Being Project are expected to comply with the following requirements.

1. The County Plan, with original signatures from the Child Welfare Director and the Chief Probation Officer, must be submitted to CDSS at:
California Department of Social Services
Integrated Services Unit
744 P Street, MS 8-11-86
Sacramento, CA 95814
2. The County Plan submissions must be received by 5:00 p.m. on **August 15, 2014**. An electronic copy of the County Plan should be sent to IV-EWaiver@dss.ca.gov. The County Plan with original signatures by the Child Welfare Director and the Chief Probation Officer must be received by CDSS within seven days of the electronic copy submission date. Faxes will **not** be accepted.
3. The County Plan must be an integrated plan with information and data for both Social Services and Probation Departments.
4. The County Plan should describe the project-wide interventions (SOP and Wraparound) as well as any optional county specific targeted interventions. Each county may identify up to two child welfare and up to two probation interventions.
5. The County Plan may be amended during the project period via submittal of the County Plan Amendment Form. Amendment forms may be requested at IV-EWaiver@dss.ca.gov.
6. The County Plan should not exceed 25 pages excluding the budget.

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Title IV-E California Well-Being Project Signature Sheet County Submittal	
County Name	Lake
County Child Welfare Agency Director	
Name	Carol J. Huchingson
Signature*	
Phone Number	(707) 995-4260
Mailing Address	PO Box 9000, Lower Lake, CA 95457
County Chief Probation Officer	
Name	Rob Howe
Signature*	
Phone Number	(707) 262-4285
Mailing Address	201 S Smith St, Lakeport, CA 95453
Mail the original Signature Sheet to: California Department of Social Services Integrated Services Unit 744 P Street, MS 8-11-86 Sacramento, CA 95814	
*Signatures must be in blue ink.	

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Contact Information*		
Child Welfare Agency		
Program	Name	Kathy Maes
	Agency	Lake Co. Dept. of Social Services, CWS
	Phone and Email	(707) 262-4504 kmaes@dss.co.lake.ca.us
	Mailing Address	PO Box 9000, Lower Lake, CA 95457
Evaluation	Name	Kathy Maes
	Agency	Lake Co. Dept. of Social Services, CWS
	Phone and Email	(707) 262-4504 kmaes@dss.co.lake.ca.us
	Mailing Address	PO Box 9000, Lower Lake, CA 95457
Fiscal	Name	Stephen Carter, Jr.
	Agency	Lake Co. Dept. of Social Services
	Phone and Email	(707) 995-4331
	Mailing Address	PO Box 9000, Lower Lake, CA 95457
Probation Agency		
Program	Name	Terri Rivera
	Agency	Lake County Probation
	Phone and Email	(707) 262-4285 terri.rivera@lakecountyca.gov
	Mailing Address	201 S Smith St, Lakeport, CA 95453
Evaluation	Name	Terri Rivera
	Agency	Lake County Probation
	Phone and Email	(707) 262-4285 terri.rivera@lakecountyca.gov
	Mailing Address	201 S Smith St, Lakeport, CA 95453
Fiscal	Name	Marcie Cadora
	Agency	Lake County Probation
	Phone and Email	(707) 262-4285 marcie.cadora@lakecountyca.gov
	Mailing Address	201 S Smith St, Lakeport, CA 95453
*The Program and Evaluation Contact may be the same.		

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Date: 8/13/2014

County: Lake

TITLE IV-E CALIFORNIA WELL-BEING PROJECT PLAN

COUNTY PROFILE

Lake County is a somewhat isolated, rural area of 1,256.46 square miles located inland, approximately 100 miles north of San Francisco and 100 miles northwest of Sacramento. According to the United States Census Bureau website (<http://quickfacts.census.gov/qfd/states/06/06033.html>), the 2013 population of the County is estimated at 63,860, down 1.2% from the 2010 number of 64,665. Current data from the California Department of Finance projections show the County's 2013 child population as 15,346, broken down by ethnicity as follows: 1.4% Black, 57.9% White, 30.9% Latino, 3.3% Native American, 0.9% Asian, and 5.6% Multi-racial. The County's population experiences greater poverty levels than California as a whole: U.S. Census figures show for the period 2008-2012 that 23.7% of Lake County residents are below the poverty level compared to 15.3% of Californians and the median household income in the County is \$38,147 compared to California at \$61,400.

The Lake County System Improvement Plan (SIP), created in 2011 and due anew in 2015, identifies needs, goals, and outcomes. The County needs more of the following to improve outcomes for children and families: resources for families living in poverty, especially housing, transportation, and child care; adult education programs; mental health services; family therapy; early identification of at risk families; prenatal care and education for high-risk mothers; substance abuse treatment options and aftercare programs for parents who have completed treatment; programs for parents just released from incarceration or probation; parent partners and parent mentors; improved collaboration with law enforcement; foster homes in-county, especially Intensive Treatment Foster Care (ITFC) and adoptive placement homes; and intensified efforts to locate relatives and NREFMs. CWS Goals include integrating Safety Organized Practice into all areas of casework, increasing use of Family Team Meetings, expanding Differential Response, improving access to mental health services, collaborating with CalWORKs, formalizing a progressive visitation program, exploring parent partner mentoring and aftercare programs, enhancing family finding and engagement, strengthening concurrent planning, collaborating with Foster Family Agencies, providing parenting training to foster parents, and soliciting input from youth in care and substitute care providers. Outcomes include improving outcome measures for S1.1, no recurrence of maltreatment; C1.4, reentry following reunification; adoption measures C2.1. adoption within 24 months, C2.2 median time to adoption, and C2.5 adoption within 12

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months, legally free; and C4.1 placement stability.

Probation's goals include improving family finding procedures, implementing and improving Family Team Conferences (FTC), developing an FTC facilitator worksheet, and using FTC, Wraparound, and intensive supervision to reduce ordering children into out of home care. Probation outcomes focus on decreasing the number of juveniles on formal probation and in out of home care, and on reducing the length of time to reunification. The structure between CWS and Probation for Project implementation consists of regular planning meetings attended by key staff from each agency, including management, analysts, and fiscal personnel, plus the contracted Wraparound partner. Additionally, CWS and Probation have Memoranda of Understanding for various projects and processes.

OTHER KEY INITIATIVES AND PILOT DEMONSTRATIONS

A key initiative on which CWS has focused is implementation of Katie A. collaboration with Lake County Behavioral Health and contractors. This is expected to positively impact outcomes for families and children, especially in the areas of family reunification and placement stability. Probation is using the Fostering Connections After 18 Program to assist youth in transitioning to independent adulthood. The expected impact is improved outcomes for the youth receiving these services, with less juvenile justice recidivism and with fewer of them entering the adult criminal justice system.

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SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM) (CHILD WELFARE)

Specific elements of this model include engagement, assessment, behaviorally based case planning, transition and monitoring/adapting.

Key Practice Components

Elements of the Model (Tools)	Engagement	Assessment	Service Planning and Implementation	Monitoring and Adapting	Transition
Motivational Interviewing	X	X		X	X
Solution-Focused Interviewing/Practice	X	X	X	X	X
Cultural Humility	X	X	X	X	X
Appreciative Inquiry	X	X	X	X	X
Trauma-Informed Practice	X	X	X	X	X
Structured Decision Making		X	X		X
Family/Child Teams and Networks of Support	X	X	X	X	X
Strategies for engaging children, capturing the children's voice and perspective in decision-making	X	X	X	X	X
Safety Mapping/Information and Consultation Framework	X	X	X	X	X
Partnership-Based Collaborative Practice			X	X	X
Effective safety planning at foster care entry and exit		X	X		X
Case Teaming	X	X	X	X	X

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WRAPAROUND (PROBATION)

Wraparound is a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and family. Specific elements of the Wraparound model will include teaming, engagement, individualized strength based case planning, and transitions.

Key Practice Components

Phase	Description
Phase 1 Engagement and Team Preparation	During this phase, the groundwork for trust and shared vision among the family and wraparound team members is established, so people are prepared to come to meetings and collaborate. During this phase, the tone is set for teamwork and team interactions that are consistent with the wraparound principles, particularly through the initial conversations about strengths, needs, and culture. In addition, this phase provides an opportunity to begin to shift the family’s orientation to one in which they understand they are an integral part of the process and their preferences are prioritized. The activities of this phase should be completed relatively quickly (within 1-2 weeks if possible), so that the team can begin meeting and establish ownership of the process as quickly as possible.
Phase 2 Initial Plan Development	During this phase, team trust and mutual respect are built while the team creates an initial plan of care using a high-quality planning process that reflects the wraparound principles. In particular, youth and family should feel, during this phase, that they are heard, that the needs chosen are ones they want to work on, and that the options chosen have a reasonable chance of helping them meet these needs. This phase should be completed during one or two meetings that take place within 1-2 weeks, a rapid time frame intended to promote team cohesion and shared responsibility toward achieving the team’s mission or overarching goal.
Phase 3 Implementation	During this phase, the initial wraparound plan is implemented, progress and successes are continually reviewed, and changes are made to the plan and then implemented, all while maintaining or building team cohesiveness and mutual respect. The activities of this phase are repeated until the team’s mission is achieved and formal wraparound is no longer needed.
Phase 4 Transition	During this phase, plans are made for a purposeful transition out of formal wraparound to a mix of formal and natural supports in the community (and, if appropriate, to services and supports in the adult system). The focus on transition is continual during the wraparound process, and the preparation for transition is apparent even during the initial engagement activities.

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INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

CHILD WELFARE

INTERVENTION #1	
SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM)	
Is SOP / CPM a System Improvement Plan (SIP) Strategy?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goals will be targeted by the intervention above:	
<ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	All children 0-17 and families receiving CWS intervention and services
Geographic Area	Countywide
Expected short and long term outcomes	Long Term Outcomes include decreased entries and reentries to foster care, reduced time to reunification, improved safety and wellbeing of children, and improved permanency outcomes and timelines. Short term outcomes include increased family engagement; integration of the child's voice; enhanced critical thinking of staff and collaborative partners; joint understanding with social workers, families, and extended community of the dangers, risks, protective capacity, and family strengths; effective working relationships between family, family's support system, and social worker; increased family networks of support; increased safety networks; decrease in contested court hearings; increase in effective collaborative case plans.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	No SOP services will be contracted out. All services will be provided by CWS staff. Training and coaching will be provided by UC Davis, Northern Training Academy. CWS currently has contracts with two DR providers that will be reassessed to determine if the scope of work and funding needs to be expanded based on outcomes created by SOP practice.

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Projected Number of Children and Families to be Served	
Plan Year 1	Beginning in year 1 and continuing through year 5 CWS will use SOP practice in all interactions with children and families. Social workers new to SOP will have basic skills, while experienced workers will have more advanced skills, with the expectation that all families will benefit in some way from SOP practice. On that basis and on review of collected data, it is expected that SOP practice will be used with approximately 600 families, including 800 children, per year receiving ER investigations and services, and approximately 160 children and 115 parents per year receiving FM, FR and PP services.
Plan Year 2	Based on first year numbers, with a slight increase in family maintenance cases.
Plan Year 3	By year 3 and ongoing the plan is all families referred to Differential Response will continue to receive SOP services through contract providers. Based on current data, that will average approximately 85 families and 125 children per year, with an increase in family maintenance cases.
Plan Year 4	Based on first and third year numbers but anticipating more children and families receiving family maintenance services.
Plan Year 5	Same as year 4, but with a decrease in referrals and in family maintenance cases.
Rollout/Implementation Activities and Timeframes	
Plan Year 1	In Year 1 CWS will build on existing use of SOP. They will evaluate infrastructure, the extent to which the practice is being used by each social worker, and individual social worker skill level. CWS will complete the SOP Practice Readiness Assessment to determine planning and implementation factors. They will consult with UC Davis to develop Stages of Implementation and Core implementation components. Beginning steps will include all staff receiving the 3-day SOP Foundations training. This will include refresher training for those who have previously received Foundations training. An advanced SOP training plan will be developed with UC Davis. Each social worker and supervisor will receive an individual plan for advanced training, given their needs and assignment. The implementation of these plans will begin in the first year. In addition, CWS Leadership will receive training on Group Supervision and The Facilitative Supervisor. The current Group Supervision process will be reviewed. Also in year 1,

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	<p>CWS will work with UC Davis to bring training on RED Team to the ER unit. They will evaluate the current DR process and work with DR and Family Wraparound partners to begin the development of a comprehensive Alternative Response Model. A SOP Implementation Team will be identified, consisting of social workers, supervisors, management, and analysts. The current DR Oversight Committee (consisting of DR and wrap partners) will be used to develop the Alternate Response Model. By the end of the first year all staff will know the elements of SOP and begin to integrate the practice into their work on a basic level.</p>
Plan Year 2	<p>In Year 2 CWS staff will continue their advanced training including on-site coaching. A plan will be developed for the training of all new social worker staff hired each project year. Appropriate partner agencies will be trained in SOP and the foundations will begin to be integrated into the practice of Differential Response, Katie A., and Wraparound. The RED Team and Alternative Response Model will be fully operational. CWS will evaluate DR contracts and determine the need for changes in funding and program elements. On a foundational level it will be expected that all cases (where appropriate) will utilize SOP through Family Team Meetings, capturing the child’s voice (Three Houses, Safety House), Group Supervision, Safety Mapping, Partnership-based collaborative practice, safety planning at foster care entry and exit, and case teaming. In Year 2 CQI is expected to be staffed and fully functioning. It will be used to develop a SOP quality assurance process. This will include the selection of a fidelity assessment tool and a method for evaluating staff performance. Written policies and procedures will begin to be developed and finalized. Group Supervision process will be in place.</p>
Plan Year 3	<p>In Year 3 the SOP quality assurance process will be fully established. CWS and UC Davis will evaluate training and coaching needs. CWS will identify in-house SOP trainers and coaches to be developed by UC Davis, moving toward long term sustainability of SOP. Staff will demonstrate consistency in their use of SOP and move beyond basic integration of the practice to demonstrating advanced skill in Solution-focused Interviewing/practice, cultural humility, motivational interviewing, and trauma-informed practice. Policies and procedures will be added to a beginning Program Manual.</p>
Plan Year 4	<p>In Year 4 CWS will continue to develop in-house coaches and trainers, review data to evaluate use and effectiveness of SOP, identify ongoing training needs, and continue development of</p>

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	advanced skill levels. They will make organizational adjustments as needed to ensure proper support of the SOP.
Plan Year 5	By year 5 the majority of staff will be demonstrating advanced SOP skills. All components of SOP will be fully integrated into a Program Manual. CWS will have skilled in-house staff to provide ongoing training and coaching.
Evaluation	
What tool will you be utilizing to track this measure?	CWS will use CWS/CMS Special Projects codes to track data and will contract with a local evaluator to assist with additional tracking tools to be determined, and to assist in meeting the evaluation expectations of the project.
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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CHILD WELFARE

OPTIONAL INTERVENTION #2	
INTERVENTION: Family Wraparound Is this Intervention a System Improvement Plan (SIP) Strategy? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	1) Families with SDM risk level of high or very high receiving Family Maintenance Services to prevent out of home placement. 2) Families reunifying and in need of after care services to prevent reentry to foster care. 3) Children in relative care at risk of losing the placement.
Geographic Area	Countywide
Expected short and long term outcomes	Long term outcomes include decrease in recurrence of maltreatment; decrease in entries and reentries to foster care; reduced time to reunification; improved child and family wellbeing; improved permanency. Short term outcomes will show increased protective factors for families, including parental resilience, social connections, knowledge of parenting and child development, concrete support, and social and emotional competence of children.
How does this intervention align with the project goal?	Wraparound Principles will be blended with the Safety Organized Practice Model (SOP) to deliver collaborative and family based services. The project will increase the array of services available to children and families involved in the Child Welfare system, allowing children to remain or return safely to the care of their families. It will provide more intense and specialized casework to engage families, and increase child safety and wellbeing of children and families.
Services to be contracted out with the purpose/need for the	Family Wraparound will be contracted out as CWS does not have the capacity at this time to provide the service in-house. A contract with the existing Wraparound provider will be

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contracted services and contracting timelines	executed to develop and provide Family Wraparound for both CWS and Probation. By having one contract, local resources can be better utilized in a flexible manner. The contractor will staff both Traditional Wraparound and Family Wraparound and customize services based on the needs of the family.
Projected Number of Children and Families to be Served	
Plan Year 1	15 CWS families 30 children
Plan Year 2	30 CWS families 60 children
Plan Year 3	40 CWS families 80 children
Plan Year 4	50 CWS families 100 children
Plan Year 5	60 CWS families 120 children
Rollout/Implementation Activities and Timeframes	
Plan Year 1	In Year 1 CWS will execute a contract in with the current Wraparound provider, Redwood Children’s Services (RCS). Activities that will occur in the first year include developing an Oversight Committee to include partners from RCS, CWS, Probation, DR, and other community agencies; training RCS Program Manager in SOP; developing referral and intake system and procedures; recruiting staff; training staff (both RCS and select CWS staff) in Wraparound philosophy and overview of SOP; prioritizing families; and implementing Wraparound Fidelity Index (WFI) every 6 months. CWS will identify and assign a social worker to a specialized Family Maintenance caseload for families receiving the Family Wraparound Services. CWS will develop criteria for referrals to the Family Wraparound program.
Plan Year 2	In Year 2 RCS will recruit and develop a second Family Wrap Team, increase the first Family Wrap Team’s caseloads, train staff in SOP, develop community resources, implement WFI every 6 months, educate community providers/agencies/ organizations, and develop program policies and procedures.
Plan Year 3	In Year 3 RCS will recruit and develop a third Family Wrap Team, increase Family Wrap Team caseloads, implement WFI every 6 months, continue staff training and development, add policies and procedures to a beginning Program Manual, and continue cross-training, outreach, and education. CWS, Probation, and RCS will begin building a financial sustainability plan.
Plan Year 4	In Year 4 RCS will expand the program to full capacity of 60 slots, increase Family Wrap Team caseloads, implement WFI

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	every 6 months, continue staff training and development, add policies and procedures to Program Manual, and write program statement to review with CWS and Probation leadership. CWS, Probation and RCS will continue development of financial sustainability plan, cross-training, outreach, and education.
Plan Year 5	Complete Program Manual and finalize financial sustainability plan.
Evaluation	
What tool will you be utilizing to track this measure?	The Wraparound Fidelity Index will be utilized by RCS. CWS/CMS Special Projects codes will be used to track data and the County will contract with a local evaluator to create additional evaluation and tracking tools to be determined.
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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CHILD WELFARE

OPTIONAL INTERVENTION #3	
INTERVENTION: N/A	
<p style="text-align: center;">Is this Intervention a System Improvement Plan (SIP) Strategy?</p> <p style="text-align: center;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>The following project goal (s) will be targeted by the intervention above:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	Click here to enter text.
Geographic Area	Click here to enter text.
Expected short and long term outcomes	Click here to enter text.
How does this intervention align with the project goal?	Click here to enter text.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Click here to enter text.
Projected Number of Children and Families to be Served	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Evaluation	

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What tool will you be utilizing to track this measure?	Click here to enter text.
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

PROBATION

INTERVENTION #1	
WRAPAROUND	
Is Wraparound a System Improvement Plan (SIP) Strategy?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goals will be targeted by the intervention above:	
<ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	WI&C 602 Juveniles with low to moderate risk to reoffend, who have been identified by using the Positive Achievement Change Tool (PACT) full assessment as having the criminogenic need of current living arrangements.
Geographic Area	Countywide
Expected short and long term outcomes	Short term outcomes will be: 1) A decrease in school discipline and truancy. 2) The development of appropriate supervision plans for the juvenile's family. 3) The management of the level of conflict in the family. Long term outcomes will be: 1) Stabilization of the family home, which will reduce the number of the target population moving to a higher level of supervision or out-of-home placement. 2) Increased family support of targeted juveniles through effective parenting. 3) Safe and nurturing home environment.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Wraparound services are already in place through a contract between CWS and Redwood Children's Services (RCS). A new contract will be established between CWS and RCS for the length of the project to fulfill the new services, as neither CWS nor Probation currently have the capacity to provide the services in-house.

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Projected Number of Children and Families to be Served	
Plan Year 1	22 youth (22 families)
Plan Year 2	45 youth (45 families)
Plan Year 3	60 youth (60 families)
Plan Year 4	75 youth (75 families)
Plan Year 5	90 youth (90 families)
Rollout/Implementation Activities and Timeframes	
Plan Year 1	<p>Probation currently "banks" juveniles with low risk to reoffend until their criminal or out-of-control behavior moves them up to a higher level of probation supervision. In most cases, these juveniles end up as "at-risk" for out-of-home placement. Probation has noted that the majority of juveniles who are moving up have common criminogenic needs, with current living arrangements being the most common. To identify the target population, Probation will develop a strategic method of identifying and referring the target population juveniles to Family Wrap services by the following steps: 1) Complete a reassessment of all low and moderate risk juveniles to develop a working database for tracking those juveniles who have current living arrangements as one of the top three criminogenic needs. 2) Identify the top five indicators for identification of the five most common contributing factors to the current living arrangements as one of the top three criminogenic needs to identify the juveniles to be monitored. 3) Monitor those juveniles with these factors without increased supervision for a period a three months to show patterns, if any, which indicate a pattern of increasing (or decreasing) criminal or out-of-control behavior. 4) Refer those juveniles who are increasing their criminal or out-of-control behavior for Family Wrap services. 5) Review those juveniles who have decreased their criminal and/or out-of-control behavior to determine what has changed in their lives to prevent further negative behaviors so those factors can be utilized in further development of case planning. In addition to identifying the target population, Probation will train one Probation Officer (PO), dedicated to support the Family Wraparound Program, in Wrap Services, conducting Family Teams Conferences, PACT assessments, Motivational Interviewing, and Safety Organized Practice. In Plan Year 1, the contractor (RCS) will train its Program Manager in SOP; develop a referral and intake system and procedures; recruit staff; train staff in Wraparound philosophy and overview of SOP; prioritize families; and implement</p>

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	Wraparound Fidelity Index (WFI) every 6 months.
Plan Year 2	In Year 2 RCS will recruit and develop a second Family Wrap Team, increase the first Family Wrap Team's caseloads, train staff in SOP, develop community resources, implement WFI every 6 months, educate community providers/agencies/organizations, and develop program policies and procedures.
Plan Year 3	In Year 3 RCS will recruit and develop a third Family Wrap Team, increase Family Wrap Team caseloads, implement WFI every 6 months, continue staff training and development, add policies and procedures to a beginning Program Manual, and continue cross-training, outreach, and education. CWS, Probation, and RCS will begin building a financial sustainability plan.
Plan Year 4	In Year 4 RCS will expand the program to full capacity of 60 slots, increase Family Wrap Team caseloads, implement WFI every 6 months, continue staff training and development, add policies and procedures to Program Manual, and write program statement to review with CWS and Probation leadership. CWS, Probation, and RCS will continue development of financial sustainability plan, cross-training, outreach, and education.
Plan Year 5	Complete Program Manual and finalize financial sustainability plan.
Evaluation	
What tool will you be utilizing to track this measure?	Probation will use Assessment.com's PACT Full Assessment. RCS will use the Wraparound Fidelity Index. The County will contract with a local evaluator to create additional evaluation and tracking tools to be determined.
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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PROBATION

OPTIONAL INTERVENTION #2	
INTERVENTION: N/A	
Is this Intervention a System Improvement Plan (SIP) Strategy?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	Click here to enter text.
Geographic Area	Click here to enter text.
Expected short and long term outcomes	Click here to enter text.
How does this intervention align with the project goal?	Click here to enter text.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Click here to enter text.
Projected Number of Children and Families to be Served	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Evaluation	

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What tool will you be utilizing to track this measure?	Click here to enter text.
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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PROBATION

OPTIONAL INTERVENTION #3	
INTERVENTION: N/A	
<p style="text-align: center;">Is this Intervention a System Improvement Plan (SIP) Strategy?</p> <p style="text-align: center;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>The following project goal (s) will be targeted by the intervention above:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	Click here to enter text.
Geographic Area	Click here to enter text.
Expected short and long term outcomes	Click here to enter text.
How does this intervention align with the project goal?	Click here to enter text.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Click here to enter text.
Projected Number of Children and Families to be Served	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Click here to enter text.
Plan Year 2	Click here to enter text.
Plan Year 3	Click here to enter text.
Plan Year 4	Click here to enter text.
Plan Year 5	Click here to enter text.
Evaluation	

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What tool will you be utilizing to track this measure?	Click here to enter text.
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input type="checkbox"/> No

PLANNING PROCESS AND COMMUNITY SUPPORT

The County's C-CFSR process determined Safety Organized Practice (SOP) and Wraparound Services as two key strategies to be included in the County's System Improvement Plan (SIP). The SIP cites integration of SOP in CWS practice to enhance pre-placement decisions, safety planning, case reviews and decisions, assessment prior to reunification, and Family Team Meetings. The SIP also envisioned expanding the traditional Wraparound program to serve more families. These were strategies identified and agreed upon by partners and stakeholders through several collaborative group processes. Community partners regularly meet to plan and oversee such programs as Differential Response, Wraparound, Dependency Drug Court, Linkages, and Katie A. Key planning partners for this project include CWS; Probation; the current Wraparound Provider (Redwood Children's Services); Lake County Office of Education (LCOE), and Lake Family Resource Center (LFRC), which provide Differential Response (DR) services; and Behavioral Health and its Alcohol and Other Drugs (AODS) division. These agencies have a long established history of collaboration that will be built upon for the purposes of this project. CWS and Probation will continue to engage community partners and stakeholders throughout the project period through the ongoing, regularly scheduled meetings currently in place.

SYSTEM CAPACITY DEVELOPMENT

A contract for Wraparound services will need approval by the Board of Supervisors. There are no other system capacity development needs. Both CWS and Probation are ready to implement the project activities.

BUDGET

The budget is attached as "Exhibit A" and incorporated herein by this reference.

PROJECT PHASE DOWN

Lake County is committed to the full integration of the Safety Organized Practice Model into the Child Welfare System. The project provides resources to help reach that goal at a quicker pace, but does not limit the ability to continue the use of SOP. Should a need to "opt out" of the project arise, the practice already in place will continue. At the end of the project CWS plans to have fully trained in-house staff to continue the training and coaching required to maintain and grow the practice. Both CWS and Probation are

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committed to the Wraparound model. The Family Wraparound Model being implemented through the project is in response to a high need in Lake County for family based services and a desire to expand the array of services from Differential Response to after care services. Many partner agencies are already working with CWS and Probation to expand these services. When the project ends, or in the event the county must “opt out” the plan is that alternate resources will be in place to continue the services provided to families. This will occur through utilizing alternate fiscal resources to be identified during the project; the development and coordination of local community resources; and training of CWS and Probation staff on the Wraparound Model so that in-house staff can integrate the model into practice should funding issues prohibit the ability to contract services.