

OVERVIEW

**OFFICE OF
CHILDRENS'
SERVICES,**

12/13/04

A Legacy for Alaska's Children, Youth and Families



THE NEW OFFICE OF CHILDREN'S SERVICES
A Three-Year Strategic Plan

November 2004



OUR MISSION

OCS works in partnership with families and communities to support the well-being of Alaska's children and youth. Services will enhance families' capacities to give their children a healthy start, to provide them with safe and permanent homes, to maintain cultural connections and to help them realize their potential.

OUR VISION

*Stronger Families,
Safer Children*

*For more information about the
Office of Children's Services
please contact:*

**Alaska Department of
Health & Social Services,
Office of Children's Services
P.O. Box 110630
(907) 465-3191
www.hss.state.ak.us/ocs/**

**Special thanks to the Rasmuson Foundation
and Casey Family Programs for their
generosity and funding that supported our
strategic planning process.**

A Legacy for Alaska's Children, Youth and Families

The New Office of Children's Services

A Three-Year Strategic Plan
July 2004



Frank H. Murkowski, Governor
State of Alaska

Joel Gilbertson, Commissioner
Department of Health & Social Services

Marcia Kennai, Deputy Commissioner
Office of Children's Services



Dear Partners:

I am proud to present this important Strategic Plan for the Office of Children's Services (OCS). In the following pages, you will discover the commitment of Alaska's child welfare system to keeping children safe and making families stronger.

This plan represents the culmination of a years' work between Tribal leaders, the Division of Juvenile Justice, provider organizations, foster parents, adoptive parents, law enforcement, the Court System, the Office of Public Advocacy, university personnel, the Department of Education, the Division of Behavioral Health, the Governor's Council on Disabilities and Special Education, the Rasmuson Foundation, Casey Family Programs, the Annie E. Casey Foundation and OCS staff. It is not comprehensive, but a general plan and vision for pulling together the four programs of OCS — Child Protection, Family Nutrition Services, Healthy Families Alaska, and the Early Intervention/Infant Learning Program.

The professionals who manage the Office of Children's Services will use this publication as a working, living document every day for the next three years. It represents our values, objectives and strategies. It represents our dreams for Alaska's children and families.

Please read through this Strategic Plan. As you do, think about how you might share in the ownership and responsibility of helping families to give their children a healthy start, provide them with safe and permanent homes, maintain their cultural connections and help them realize their full potential.

Sincerely,

Marcia Kennai
Deputy Commissioner

Table of Contents

Holding Hands: Who Are We Now?.....	1
Facing Forward	2
Bringing Our Vision to Life.....	4
Objectives: What We Plan to Achieve	4
Strategies: Getting from Here to There.....	5
Conclusion.....	11
Contact Information.....	12

November 2004

Where do we want to be in 2007?

- Our programs will be aligned under one mission that focuses on building healthy families.
- We will work with our tribal partners and with community groups to provide culturally appropriate services that support happy, healthy and safe families.
- We will routinely use evidence-based best practices in all four programs.
- We will have a continuum of care for children and families that is community-based, family-focused and child-centered.
- We will have a qualified and stable work force with manageable caseloads.
- We will eliminate duplication of services among our four programs.
- We will have enough foster and adoptive homes to meet the needs of our children and we will make a special effort to increase the number of Alaska Native homes.
- We will meet or exceed national standards and benchmarks for all programs.
- We will maximize all sources of revenue so that we can continue to serve the children, youth and families in Alaska.
- We will have an integrated quality assurance and continuous quality improvement process.
- We will gain national recognition for our innovative approaches to keeping children safe and promoting healthy families

*Imagine if all
Alaskan children...*

**...had a healthy, happy and safe
childhood**

...had permanent, caring homes

**...had connections to their own
community and cultural heritage**

**...had support to help them reach
their maximum potential**

*Imagine if these dreams
were a reality...*

**This is the 'New'
Office of Children's
Services:**

*Child Protection
and Permanency...*

Family Nutrition Services...

Healthy Families Alaska...

*Early Intervention/
Infant Learning Program...*



Holding Hands: Who Are We Now?

The new Office of Children's Services (OCS) reflects the strengths of the past and the opportunities of the future. Formerly known as the Division of Family and Youth Services, OCS reorganized in July 2003, bringing together under one roof four programs that support children, youth and families.

In the past, we focused mainly on child protection and permanency. Now our mandate also includes healthy families' services, family nutrition and infant learning. Standing shoulder to shoulder, we are committed to the well-being of Alaska's families, celebrating their resilience and our own as we embark on a voyage of change.

The new OCS is...

Child Protection and Permanency: We are committed to safety, permanency and well-being for Alaska's vulnerable children, youth and families. We assess allegations of abuse and neglect and provide family preservation services in the home when appropriate. If necessary, we provide out-of-home care to protect the child. Our goal is a permanent home for every child through reunification, adoption or guardianship. We recruit adoptive and foster homes and help older teens in care prepare for independent living.

Family Nutrition Services: Through the Women Infants and Children Program (WIC), we support delivery of free nutritious foods and information on healthy eating for low-income pregnant and breastfeeding women and their children. We also offer WIC participants and eligible seniors fresh fruits and vegetables through the Alaska Farmers' Market program in the summer. In addition, we have a teen nutrition program that operates in schools to promote healthy eating and decrease teenage obesity.

Healthy Families Alaska: We provide new parents with services to help their babies thrive and to build family self-sufficiency. We reach out to women during pregnancy or at birth, using a Family Stress Check List to identify those most in need of support. We address challenges such as parenting, housing, finances, social isolation, substance abuse, domestic violence and mental health issues. The program is voluntary, and families can participate until the children are age 5.

Early Intervention/Infant Learning Program: We provide an array of flexible services to infants and toddlers with disabilities or special developmental needs. Within the family setting, we help parents and children under age 3 with instruction, therapy and other support services. Our services are flexible and tailored to the circumstances of each family.

Connections: What the Four Programs of OCS Have in Common

- We all work to enhance a family's capacity to raise healthy and safe children.
- We all provide critical services for families and children that are delivered in the communities where children live.
- We all provide parenting education around children's basic needs.
- We all work with vulnerable families and children.
- We cross-refer families across our four programs.
- We all connect families with community support.
- We all work to maintain families' ties to their cultural and tribal heritage.
- We all want to see children reach their full potential.
- We all believe that by working together, we can make Alaska the greatest state in which to raise a child.
- We all want to see stronger families and safer children.

Facing Forward

THE MISSION OF THE NEW OCS

OCS works in partnership with families and communities to support the well-being of Alaska's children and youth. Services will enhance families' capacities to give their children a healthy start, to provide them with safe and permanent homes, to maintain cultural connections and to help them realize their potential.

THE VALUES OF THE NEW OCS

A core set of values will drive our work.

We believe:

- All people should be treated with respect and dignity.
- All children deserve safe, stable, loving and permanent families.
- Every family has unique and inherent strengths.
- The success of our interventions rests with the family; therefore, families should be included in making decisions about their children.
- Community partners are essential to ensure healthy, safe families.
- Services should enhance cultural and family values.
- Services should be timely, accessible and coordinated.
- Services related to parenting, health and nutrition are essential to strengthen the growth and development of children and to prevent abuse and neglect.
- Data should drive our decisions about how and where we allocate resources and services.

In early January 2004, the Office of Children's Services met to chart a new beginning — a future as an organization with four active programs and a future of collaboration with families, children, youth and tribal and community groups.

This strategic planning meeting was a historic occasion. OCS staff at all levels sat down with our stakeholders and (metaphorically) rolled up our sleeves. We held a facilitated conversation with tribal leaders, juvenile justice representatives, provider organizations, foster parents, adoptive parents, law enforcement, university personnel and our own staff. We included partners from the Department of Education, the Department of Health & Social Services Division of Behavioral Health, the Governor's Council on Disabilities, the Rasmuson Foundation, Casey Family Programs and the Annie E. Casey Foundation.

The meeting was a gift of time that took us outside the constraints of our day-to-day responsibilities. Over three days, we articulated our hopes for the families and children of Alaska. What is our mission? What are the core values that will drive our work together? What is our vision for this new OCS over the next three years? What are our objectives and how will we meet them?

Alaska is a big state with a small population. We have serious problems of child abuse and neglect. During 2003, OCS investigated 11,222 reports of harm. Forty percent of those reports were substantiated. The average number of children in out-of-home care on the first day of each month in 2003 was 1,983. This average represents 10.1 children for every 1,000 Alaskan children under age 18. The national average of children in out-of-home care is 7.4 per 1,000 children under age 18. Our resources for children do not always meet their needs. We place many children in care outside the state. Those we place inside the state often must leave their home communities. Responding to child maltreatment reports can be difficult in Alaska, especially in rural areas where workers face challenges of distance and weather.

Yet we have a dream for the children of Alaska. We want children to be safe in their homes. We want to help families remain together in their own communities to keep their cultural connections vibrant and supportive. We want to bring our out-of-state children home. We want to provide prenatal care for mothers and nutritional education for families. We want to identify developmental delays and disabilities early so that families can get maximum support. We want a strong and secure safety net for our most vulnerable families and children.

We can achieve this dream. The strategic plan forged from the January gathering is a promise we make to ourselves as well as to our stakeholders and to the citizens of Alaska. We have charted a common purpose of trust and shared responsibility between the state and our communities, tribal groups and families.

This strategic plan is also our pledge to Alaska's families that they are not alone. We are here to support them and we will hold ourselves accountable for bringing to life what we have in the past only been able to imagine.



It is often said that the children are our future. But who are Alaska's children? And what is the current state of children, youth and families in our communities?

- Children and youth under age 18 make up 30.4 percent of the state's total population of 627,000. (2000 census)
- Alaskan Natives make up 15.6 percent of the population: African Americans, 3.5 percent; Hispanics, 4.1 percent. (2000 census)
- In Federal Fiscal Year 2003, there were 13,975 reports of child abuse or neglect.
- On Dec. 1, 2003, 2,072 children were in out-of-home care.
- 61 percent of those children in care on December 1, 2003, were Alaska Natives.
- 27 percent of the foster homes are Alaska Native homes.
- Of all children in out-of-home care in December 2003, 11.1 percent were less than 2 years old; 23.4 percent were from age 2 to 5 years; 27.1 percent were 6 to 10 years; 22.9 percent 11 to 14 years; 13.9 percent 15 to 17 years; and 1.6 percent age 18 or older.
- WIC programs serve about 26,000 individuals a month: 6,000 women, 6,000 infants and 14,000 children.
- The WIC and Senior Farmers' Market program together serve a total of 21,000 individuals per summer season.
- There are six Healthy Families programs in the state, serving 427 families in fy 2003. Workers made 5,577 home visits, and 2,688 referrals to community resources.
- In fy 2003, there were 1,721 children enrolled in the Early Intervention/Infant Learning Program — 148 of those were in foster care and 566 were Alaska Native.

THE VISION OF THE NEW OCS

*Stronger Families,
Safer Children*

*"My hopes
for Alaska's
children: All
children in
Alaska will
have full bellies,
a safe home
and the strong,
loving arms of a
healthy secure
family wrapped
around them
each day."*

—Jessica Stellen
(WIC)

Bringing Our Vision to Life

This is a three-year strategic plan. To make our vision of stronger families and safer children a reality, we must set specific measurable goals.

Where Are We Now?

OCS has many strengths. Support from our legislators, private foundations and community partners is helping us build on those strengths. We have a dedicated staff that is re-energized by the consolidation of primary prevention programs within OCS. Nevertheless, we have a number of challenges, including:

- We have four diverse programs that are just beginning to align under a common mission.
- We are sending too many children out of state for placement.
- Our current data system restricts our ability to utilize data to make program improvements.
- Our case plans reflect services that are *available* and not what is *necessary* for families and children to achieve their goals.
- We need to improve our communication with and involvement of parents in the system.
- We need to educate our providers about the outcomes we want to achieve for families and children.
- We need regular contact with our communities so that they can formally communicate local needs to the state.

OCS is not satisfied with this status quo. Our strategic plan will guide us as we move forward to make major changes.

Objectives: What We Plan to Achieve

We know a strategic plan is just a piece of paper if we cannot bring our vision to life. In order to make a strategic plan live, we need to get specific. What are our objectives? What specifically do we need to change to get to where we want to go?

We looked at our objectives from four perspectives:

1. Internal to our staff and organization: What structural changes are important to successfully meet our goals?
2. Our impact on the families and our communities: What practice changes do we need to make?
3. How will we communicate our vision and help others understand our goals?
4. What is the return on our investment and how can we hold ourselves accountable?

Using a methodology called the "balanced scorecard," we went to work to make our vision real. This is what we want to achieve:

Staff organization:

- We will achieve manageable caseloads.
- We will build a well-trained and stable workforce.
- We will have clear performance standards for our grantees and for our staff.
- We will use evidence-based practice.
- We will reduce duplication among programs.

"My hope for Alaska's children is that they have happy, safe childhoods. I hope they develop to their full potential and that they feel loved and cared for by their tribes, communities and families."

—Rayna Hamlin

[Staff organization continued]

- We will seek other organizations as partners in prevention and well-being.

Impact on the families and communities we serve:

- We will reach all Alaskan families who need our help.
- Fewer Alaska children will be victims of child abuse and neglect.
- Children and families will be served in their own communities.
- Services will preserve family and cultural connections.
- We will have a system of supports for relatives who are caring for children.
- We will meet or exceed the national standards for safety, permanency and well-being of Alaska's children.
- An array of services will be available in all regions of the state.
- Families will be engaged in planning for their children.
- We will have a state plan to address the specific needs of children from infancy to 8 years old.
- We will collaborate with other organizations, such as education, mental health and public health, for the families we serve jointly.
- We will support more Alaska families in eating a healthy diet.
- We will extend prenatal care to more Alaska women.
- We will identify disabilities and developmental delays earlier so that families can help their children reach their full potential.

External communications:

- OCS will be seen as an inclusive leader in collaboration with communities and other agencies.
- OCS will be understood as a positive force by our client families, tribal groups and communities.
- OCS will have an internal and external communications plans.
- We will report regularly to the public on our progress toward our goals.
- We will work to educate our legislators, and community leaders about our goals and our hopes for the future.

Return on investment accountability:

- We will target resources to areas that have the greatest positive impact on children and families.
- We will move to performance-based contracting.
- We will incorporate evidence-based practice into our prevention and intervention programs.
- We will meet or exceed all national standards and benchmarks for all programs.
- We will have coordinated quality assurance and continuous quality improvement processes for all four programs.

Strategies: Getting from Here to There

Just as a vision must be bolstered with objectives, our objectives must be supported by strategies that help us meet them. In this section of our plan, we get specific.

Informed by facts and fueled by compassion, we look at priorities from the specific viewpoint of each program. These are the changes we can make now, changes big and small that will make a difference

"Communication, partnership, caring, belief in the good, and a commitment to positive change are key elements to continued growth."

—Doris Bergeron

*"Let us put our
minds together
and see what
kind of future
we can build for
our children."*

—Sitting Bull

in the lives of the children, youth and families of Alaska. These are the changes that bring the "strategic" in a strategic plan to life.

Infant Learning Program (ILP) and Healthy Families Alaska (HFAK) Strategies

We will work for stronger families and safer children by implementing the following strategies:

Staff and organizational issues:

- We will provide training and leadership opportunities for staff.
- We will work with the University Training Academy to include information about ILP and Healthy Families.
- We will make sure that each staff person and grantee agency understands their role in achieving the OCS mission and goals as well as the individual program's strategic plan.
- We will participate in the OCS staff recruitment and retention committee to reduce staff turnover.
- We will consolidate research and evaluation functions so that we can look at all outcome data to see how we want to make system improvements.

Impact on the communities and families we serve:

- We will develop cross-training programs for providers in order to increase their understanding of child safety assessment and referral processes.
- The Infant Learning Program will ensure timely screening and assessment of 100 percent of children under age 3 who have a substantiated abuse or neglect referral.
- We will develop community teams with relevant partners to improve coordination of services to families.
- We will involve CPS social workers in all community-based training and teams.
- We will lead the effort to have a cross-system conference that includes the four program areas of OCS.
- We will include foster children in the Health Passports system so Healthy Families can continue serving children if they are placed in out-of-home care.
- Families will be seen and children assessed within forty-five days of referral.
- We will revise the model for Healthy Families to include a stronger focus on child protection and prevention of abuse and neglect.

External communications:

- Staff will share with all providers the new mission of the Office of Children's Services and help them understand how they fit into that mission.
- Our materials will reflect the Office of Children's Services vision.
- Infant Learning Program and Healthy Families providers will educate families about shaken-baby syndrome, the dangers of co-sleeping and positive parenting programs that are available in the communities they serve.
- Providers will be monitored to see that families are receiving services within the required time periods.

Return on investment/accountability:

- A steering committee will oversee the planning and implementation of an Early Childhood Comprehensive System to improve services to families and their children, 0 to 8 years old.
- Waiting lists for Infant Learning Program will be reduced as providers see families within the required timeframes.
- Timely family service plans will identify needs and assure that children receive services by age 3.
- Our provider agencies will have plans of improvement that are regularly monitored.
- Healthy Families will use results of the Johns Hopkins Study to make program improvements that more effectively reduce child abuse and neglect.
- The Infant Learning Program will meet the requirements of the federally required Plan of Improvement. Infant Learning Program and Healthy Families Alaska will develop and implement performance based contracts.
- We will have quarterly reviews of ILP and HFAK strategic plans.

Family Nutrition Program Strategies

We will work for stronger families and safer children by implementing the following strategies:

Staff and organizational issues:

- We will increase the use of technology to support program activities.
- We will develop a well-trained and stable workforce by providing training opportunities for staff.
- We will provide nutrition education for our colleagues at OCS and for foster parents to help them understand that nutrition is linked to healthy children and healthy families.

Impact on the families and communities we serve:

- We will ensure equal access to services for all participants by asking providers to conduct more outreach.
- We will engage our partners and families in becoming more aware of child abuse and neglect issues by asking our providers to distribute information to the families they serve.
- We will reach out to include more families in our programs and train providers to be more vigilant about signs of abuse or neglect.
- We will provide families with nutritional education that encourages a healthy life style.
- We will help our providers explore alternative sources of funding to increase programs for young children.
- We will assure that there are WIC vendors to serve all eligible families in Alaska.

External communications:

- We will promote our programs and initiatives to the community and to our colleagues in other agencies.
- We will work with our food package vendors to provide quality customer services.

*"My hope
for Alaska's
children is
that they can
be children
— healthy,
happy, with
opportunities to
play, learn, and
be loved."*

—ANONYMOUS

"We are a new family here to protect the children of Alaska."

—John Lovering

External communications continue

- We will distribute information on child abuse and neglect, Infant Learning and Healthy Families Alaska through our WIC clinics.
- We will continue to conduct outreach to increase WIC participation around the state.



Return on investment accountability

- We will track improvements in the health of babies born in Alaska and report that data to the public.
- Our grants and contracts will reflect our focus on culturally appropriate resources.
- WIC clinics will serve as a distribution point for community education materials related to all programs.
- We will measure the impact of the Breastfeeding Support Program as it relates to child abuse and neglect.
- Our grants and contracts will reflect the performance measures that WIC would like to achieve.

Child Protection and Permanency Strategies

We will work for stronger families and safer children by implementing the following strategies:

Staff and organizational issues

- We will establish a quality assurance system that includes monthly monitoring of case activity. We will develop state and regional self-evaluation teams that examine data and use it to make organizational and program improvements.
- A stipend program will be expanded to encourage recruitment and retention of child welfare staff.

[Staff and organization issues continued]

- We will establish clear performance standards for all staff.
- A task force on staff retention and recruitment will meet regularly and make recommendations to the Deputy Commissioner.
- Online Resources for the Children of Alaska (ORCA), the automated case management system, will be implemented statewide.

Impact on the families and communities we serve:

- OCS will convene a task force that will develop recommendations to address the disproportionate number of Alaska Native Children who are in the Child Welfare system.
- We will investigate reports of harm within the required timeframes.
- We will expand the use of Alternative Response Contracts to assess low level reports of harm so that OCS staff can respond to higher risk cases.
- Parents and youth will be involved in the development of their case plans. Team Decision Making and other family meetings will become standard practice.
- OCS workers will comply with the current policy of making monthly home visits, but will also advocate with federal officials so that home visits by our tribal partners can be counted.
- We will increase the number of children who remain safely at home by focusing on prevention of child abuse and neglect and by funding providers who are willing to do in-home services.
- We will actively recruit tribal foster homes to increase culturally appropriate resources for children who must come into state custody.
- We will assure the safety of children in foster care by requiring that home studies be done prior to licensing of any foster home.
- We will train our foster parents to work with birth parents.
- We will implement procedures for doing a "unified homestudy on both adoptive and foster home applicants.

External communications:

- We will work with the Alaska Children's Trust to develop a community education campaign to prevent child abuse and neglect.
- Regional managers will have twice yearly meetings with the community to share local child abuse and neglect data, begin to build community solutions and to get feedback on our performance.
- We will include the community in our quality assurance process to increase understanding of what we do.
- We will develop professional materials to describe our services.
- We will hold regional stakeholder meetings to get feedback on our programs and our performance.

Return on our investment/accountability:

- We will meet the national standards for safety and permanence by engaging our tribal partners, our grantees and our contract providers in developing solutions to Alaska's serious problems related to abuse and neglect.

"Being a foster parent is making a difference for the moment in time that will last for a child's lifetime."

—Tammy Keetch

"The future of Alaska's families, children, and youth is in the hands of its communities and tribes. The mission of OCS can only be accomplished if all Alaskans reach out and join hands in getting the job done."

—DON SHROCK

[Return on investment accountability continued]

- We will fund performance based grants and contracts that can show results and move us toward the outcomes we want to achieve.
- We will work with other DHSS divisions and other state departments and our grantees to develop a service array that includes mental health, substance abuse and domestic violence treatment services for the families that come to our attention.
- We will join our tribal partners to focus on prevention of abuse and neglect in the Alaska Native villages by including them in the planning process and sharing training resources.
- We will reduce recurrence of maltreatment in foster care by better preparing foster parents prior to licensure and by supporting relatives who are caring for kin.
- We will reduce length of stay in foster care by increasing the use of concurrent planning, locating relatives, resolving court delays and working with others to provide treatment resources for the families we serve.
- We will report to the public annually on our progress and place this plan and Program Improvement Plan progress reports on our website (www.dhss.state.ak.us/ocs/publications).
- We will use data to drive our management decisions and share that data with communities so that they can monitor not only our progress, but also their own.
- Every OCS region will be required to have a Program Improvement Plan.

Cross Program Team Strategies

- We will build our research and analysis capacity and use data to drive our decisions.
- We will cross-train all OCS workers in the services provided by all four of our programs so that cross-referral will be a natural outcome.
- We will develop materials that are relevant to all programs.
- We will meet the national standards that have been set for all four programs by implementing our plans of improvement and monitoring our progress.
- We will move to performance based contracting.
- We will publish an annual report each year to show how we are doing.
- We will have quarterly progress meetings and biannual town hall meetings in our regions in order to engage our stakeholders and get their input.
- We will maximize federal revenue.
- We will look at quality assurance across our four programs.
- We will identify and integrate information on families that our programs have in common.

We are committed to implementing these strategies over the next three years — both for OCS as a whole and for the individual programs that now make up OCS. We are convinced that our hard work will lead to improvements and results in the future, so that the children who touch our system will be safer and the families who touch our system will be stronger.

Conclusion

We are presenting a "living" strategic plan. We will revisit it regularly, assess our progress and make necessary changes to stay the course.

Our work is on the table. We are ready to go. We have articulated a mission and a vision for what we want our agency and our state to look like in 2007. We have objectives and strategies to help us get there. The four programs of OCS, along with our partners in the community and tribal organizations, share ownership and responsibility for this plan. We are truly more than the sum of our parts.

At the beginning of our strategic planning meeting, we asked ourselves what we hoped to get from the sessions. We wanted clarity, direction and a call for change. We wanted to build bridges and partnerships within OCS and with our stakeholders. We wanted a better understanding of the relationships among our four programs. Most of all, we wanted a better way to do our work in order to see more positive outcomes among our families.

We left with the belief that our work will translate to action that will mean safer and healthier children, youth and families in Alaska — a legacy for the future that will pay off for generations.

We left knowing that what we thought we could only imagine can really come true.



For More Information:

Each program has a detailed plan that they will use to achieve the outcomes that are identified in this plan. Please contact the program directly or call (907) 465-3191 for more information.

Information on all Office of Children's Services Programs may be found at www.hss.state.ak.us/ocs.

*"We will not
let this plan sit
on the shelf."*

—Marcia Kennel,
Deputy Commissioner

For More Information About the Office of Children's Services

Office of Children's Services

130 Seward Street,
Room 406

P.O. Box 110630

Juneau, AK 99811-0630

Central Office
130 Seward Street, Suite 406
P.O. Box 110630
Juneau, AK 99801
Phone: (907) 465-3191
Fax: (907) 465-3197

**Juneau Family Nutrition
Services (WIC)**
130 Seward St., 5/FI
Goldstein Bldg.
P.O. Box 110612
Juneau, AK 99811-0612
Phone: (907) 465-3100
Fax: (907) 465-3416

**Anchorage Family Nutrition
Services (WIC)**
3601 C Street, Suite 934
Anchorage, AK
Phone: (907) 269-3400
Fax: (907) 269-3497

**Infant Learning Program,
Healthy Families, Data
Management**
3601 C Street, Suite 934
Anchorage, AK
Phone: (907) 269-3400
Fax: (907) 269-3497

To report child abuse call:
1-800-478-4444
or
907-269-3900
(outside of Alaska)

Southeastern Regional Office

3025 Clinton Dr.,
Second Floor

Juneau, AK 99801

Phone: (907) 465-3235

Fax: (907) 465-1669

For Contact Information for Southeastern Region

Juneau Field Office
3025 Clinton Dr., First Floor
Juneau, AK 99801
Phone: (907) 465-1650
Fax: (907) 465-1668

Craig Field Office
1325 Craig Klawock Hwy.
P.O. Box 254
Craig, AK 99921
Phone: (907) 826-3266
Fax: (907) 826-5807

Haines Field Office
259 Main St., Suite 21
P.O. Box 189
Haines, AK 99827
Phone: (907) 766-2608
Fax: (907) 766-3368

Ketchikan Field Office
415 Main Street, Rm. 201
Ketchikan, AK 99901
Phone: (907) 225-6611
Fax: (907) 247-6611

Petersburg Field Office
#16 Sing Lee Alley
P.O. Box 1089
Petersburg, AK 99833
Phone: (907) 772-3565
Fax: (907) 772-4254

Sitka Field Office
208 Lake Street, Ste 2G
Sitka, AK 99835
Phone: (907) 747-2802
Fax: (907) 747-5542

Wrangell Field Office
Front Street Kadin Building
P.O. Box 970
Wrangell, AK 99929
Phone: (907) 874-3789
Fax: (907) 874-3790

For Contact Information for Southcentral Region

Aniak Field Office
P.O. Box 149
Aniak, AK 99557
Phone: (907) 675-4377
Fax: (907) 675-4290

Bethel Field Office
P.O. Box 328 / State Building
Bethel, AK 99559
Phone: (907) 543-3141
Fax: (907) 543-4143

Cordova Field Office
P.O. Box 1688
Cordova, AK 99574
Phone: (907) 424-7133
Fax: (907) 424-7132

Dillingham Field Office
P.O. Box 1290
Dillingham, AK 99576
Phone: (907) 842-5237
Fax: (907) 842-5924

Homer Field Office
3670 Lake Street, Ste 100
Homer, AK 99603
Phone: (907) 235-7114
Fax: (907) 235-2484

Kenai Field Office
145 Main Street Loop, Rm. 100
Kenai, AK 99611
Phone: (907) 283-3136
Fax: (907) 283-9093

King Salmon Field Office
P.O. Box 537
King Salmon, AK 99613
Phone: (907) 246-6642
Fax: (907) 246-3529

Kodiak Field Office
316 Mission Rd., Ste. 215
Kodiak, AK 99615
Phone: (907) 486-6174
Fax: (907) 486-4104

Mat-Su Field Office
695 E. Parks Hwy, Unit 3
Wasilla, AK 99687
Phone: (907) 357-9780
Fax: (907) 357-9797

Seward Field Office
P.O. Box 148
Seward, AK 99664
Phone: (907) 224-5236
Fax: (907) 224-7436

St. Mary's Field Office
P.O. Box 390
St. Mary's, AK 99658
Phone: (907) 438-2200
Fax: (907) 438-2202

Unalaska Field Office
P.O. Box 490
Unalaska, AK 99685
Phone: (907) 581-1236
Fax: (907) 581-3272

Valdez Field Office
P.O. Box 2740
Valdez, AK 99686
Phone: (907) 835-4789
Fax: (907) 835-2651

Southcentral Regional Office

**695 E. Parks Hwy,
Unit 3**

Wasilla, AK 99654

Phone: (907) 357-9780

Fax: (907) 357-9763

For Contact Information for Northern Region

Northern Regional Office

751 Old Richardson Hwy.,
Suite 300

Fairbanks, AK 99701

Phone: (907) 451-2650

Fax: (907) 451-2058

Barrow Field Office
P.O. Box 1049
1078 Kiogak Street
Barrow, AK 99723-1049
Phone: (907) 852-3397
Fax: (907) 852-3392

Delta Field Office
P.O. Box 686
2395 Kimball
Delta Junction, AK 99737
Phone: (907) 895-4452
Fax: (907) 895-4769

Fairbanks Field Office
751 Old Richardson Hwy.,
Suite 300
Fairbanks, AK 99701
Phone: (907) 451-2650
Fax: (907) 451-2616

Galena Field Office
P.O. Box 239
Front Street, Bldg. 1,
Gana A Yoo
Galena, AK 99741
Phone: (907) 656-1667
Fax: (907) 656-1707

Kawerak Field Office
P.O. Box 948
Nome, AK 99762
Phone: (907) 443-4376
Fax: (907) 443-3543

Kotzebue Field Office
P.O. Box 370
558 Friends Way
Kotzebue, AK 99752
Phone: (907) 442-3226
Fax: (907) 442-2426

Maniilaq Field Office
P.O. Box 256
Kotzebue, AK 99752
Phone: (907) 442-7870
Fax: (907) 442-7876

McGrath Field Office
P.O. Box 81
McGrath, AK 99627
(907) 524-3848
Fax: (907) 524-3610

Nome Field Office
P.O. Box 910
320 Front Street
Nome, AK 99762
Phone: (907) 443-5247
Fax: (907) 443-2100

Anchorage Regional Office

550 West Eight Avenue,
Suite 304

Anchorage, AK 99501

Phone: (907) 269-3950

Fax: (907) 269-3901

For Contact Information for Anchorage Region

Anchorage Field Office
550 West Eight Avenue,
Suite 304
Anchorage, AK 99501
Phone: (907) 269-4000
Fax: (907) 269-3939

ALASKA DEPARTMENT OF HEALTH & SOCIAL SERVICES

Office of Children's Services

Fact Sheet
December 2004



THE VISION OF THE NEW OCS

*Stronger Families,
Safer Children*

*"My hopes
for Alaska's
children: All
children in
Alaska will
have full bellies,
a safe home
and the strong,
loving arms of a
healthy, secure
family wrapped
around them
each day."*

—Jessica Stellen
(WIC)

Frank H. Murkowski, *Governor*
State of Alaska

Joel Gilbertson, *Commissioner*
Dept. of Health & Social Services

Marcia Kennai, *Deputy Commissioner*
Office of Children's Services

The 'New' Office of Children's Services: Who Are We Now?

The new Office of Children's Services (OCS) reflects the strengths of the past and the opportunities of the future. Formerly known as the Division of Family and Youth Services, OCS reorganized in July 2003, bringing together under one roof four programs that support children, youth and families.

In the past, we focused mainly on child protection and permanency. Now our mandate also includes healthy families' services, family nutrition and infant learning. Standing shoulder to shoulder, we are committed to the well-being of Alaska's families, celebrating their resilience and our own as we embark on a voyage of change.

The new OCS is...

Child Protection and Permanency: We are committed to safety, permanency and well-being for Alaska's vulnerable children, youth and families. We assess allegations of abuse and neglect and provide family preservation services in the home when appropriate. If necessary, we provide out-of-home care to protect the child. Our goal is a permanent home for every child through reunification, adoption or guardianship. We recruit adoptive and foster homes and help older teens in care prepare for independent living.

Family Nutrition Services: Through the Women, Infants and Children Program (WIC), we support delivery of free nutritious foods and information on healthy eating for low-income pregnant and breast-feeding women and their children. We also offer WIC participants and eligible seniors fresh fruits and vegetables through the Alaska Farmers' Market program in the summer. In addition, we have a teen nutrition program that operates in schools to promote healthy eating and decrease teenage obesity.

Healthy Families Alaska: We provide new parents with services to help their babies thrive and to build family self-sufficiency. We reach out to women during pregnancy or at birth, using a Family Stress Check List to identify those most in need of support. We address challenges such as parenting, housing, finances, social isolation, substance abuse, domestic violence and mental health issues. The program is voluntary, and families can participate until the children are age 5.

Early Intervention/Infant Learning Program: We provide an array of flexible services to infants and toddlers with disabilities or special developmental needs. Within the family setting, we help parents and children under age 3 with instruction, therapy and other support services. Our services are flexible and tailored to the circumstances of each family.

THE MISSION OF THE NEW OCS

OCS works in partnership with families and communities to support the well-being of Alaska's children and youth. Services will enhance families' capacities to give their children a healthy start to provide them with safe and permanent homes, to maintain cultural connections and to help them realize their potential.

THE VALUES OF THE NEW OCS

A core set of values will drive our work.

We believe:

- All people should be treated with respect and dignity.
- All children deserve safe, stable, loving and permanent families.
- Every family has unique and inherent strengths.
- The success of our interventions rests with the family; therefore, families should be included in making decisions about their children.
- Community partners are essential to ensure healthy, safe families.
- Services should enhance cultural and family values.
- Services should be timely, accessible and coordinated.
- Services related to parenting, health and nutrition are essential to strengthen the growth and development of children and to prevent abuse and neglect.
- Data should drive our decisions about how and where we allocate resources and services.

Alaska is a big state with a small population. We have serious problems of child abuse and neglect. During 2003, OCS investigated 11,222 reports of harm. Forty percent of those reports were substantiated. The average number of children in out-of-home care on the first day of each month in 2003 was 1,983. This average represents 10.1 children for every 1,000 Alaskan children under age 18. The national average of children in out-of-home care is 7.4 per 1,000 children under age 18. Our resources for children do not always meet their needs. We place many children in care outside the state. Those we place inside the state often must leave their home communities. Responding to child maltreatment reports can be difficult in Alaska, especially in rural areas where workers face challenges of distance and weather.

Yet we have a dream for the children of Alaska. We want children to be safe in their homes. We want to help families remain together in their own communities to keep their cultural connections vibrant and supportive. We want to bring our out-of-state children home. We want to provide prenatal care for mothers and nutritional education for families. We want to identify developmental delays and disabilities early so that families can get maximum support. We want a strong and secure safety net for our most vulnerable families and children.



For More Information

Each program has a detailed plan that they will use to achieve the outcomes that are identified in this plan. Please contact the program directly or call (907) 465-3191 for more information.

Information on all Office of Children's Services Programs may be found at www.hss.state.ak.us/ocs.

Central Office
130 Seward Street, Suite 406
P.O. Box 110630
Juneau, AK 99801
Phone: (907) 465-3191
Fax: (907) 465-3397

Juneau Family Nutrition Services (WIC)
130 Seward St., 5 Fl. Goldstem Bldg.
P.O. Box 110612
Juneau, AK 99811-0612
Phone: (907) 465-3100
Fax: (907) 465-3416

Anchorage Family Nutrition Services (WIC)
3601 C Street, Suite 934
Anchorage, AK
Phone: (907) 269-3400
Fax: (907) 269-3497

Infant Learning Program, Health Families, Data Management
3601 C Street, Suite 934
Anchorage, AK
Phone: (907) 269-3400
Fax: (907) 269-3497

State of Alaska
Department of Health & Social Services

Frank H. Murkowski
Governor
P.O. Box 110001
Juneau, Alaska 99811-0001
FACT SHEET



Joel Gilbertson
Commissioner
907-465-3030
FAX: 907-465-3068
www.hss.state.ak.us

December 13, 2004
Office of Children's Services

Child Protection Recommendations
Recommendations to Commissioner Gilbertson

Department of Health and Social Services Commissioner Joel Gilbertson asked a committee to review a recent child-protection case, and determine if:

- OCS regulations, policies, or procedures had been violated,
- Systemic problems currently exist that could potentially impede the protection of children from harm or neglect,
- Potential or real deficiencies in regulations, policies or procedures have already been changed or reformed as part of regular and ongoing process improvement and quality assurance, and
- Policy recommendations including potential statutory or regulatory changes could be made to further improve processes.

Analysis and Recommendations

Licensing Process

Licensing issues:

Foster care licensing is based on a review of standards that are set forth in statute, policy and procedures. If an applicant meets all standards, including criminal background clearances, they are licensed to accept foster children. If the foster parents decide at a later date to adopt the children in their home, a thorough family assessment is conducted by an OCS adoption contractor.

Recommendations:

Most foster children who are adopted are adopted by their foster parents. Studies of families need to be thorough and be conducted prior to placement of any child.

OCS Status:

Over the past year, the OCS has been involved in reforming the licensing process. In January, OCS will begin piloting a process that requires all foster and adoptive home applicants to meet the same standards, including an in-depth family assessment at the point of application to be either a foster or adoptive family. This will enable OCS to better screen and support foster and adoptive families.

Legislative assistance:

- OCS budget recommendations will include funding to provide unified home studies of foster and adoptive families.

Placement and Adoption issues:

A biological relative request to adopt will be considered along with all other resources for the children. If the children have bonded to the foster family and if they are over the age of 10, often the children do not wish to move from the home in which they have been living, even if the home is not that of a relative. All factors are considered in terms of which home is likely to be the most permanent for a child. Factors such as proximity to siblings, bonds with other children in the home, and capacity of the families to provide for the children are considered.

Recommendations:

- OCS should provide specific selection criteria for consideration of placement of children and inform all interested parties how and why placement decisions were made.
- OCS should allow interested relatives the opportunity to continue visitation with the children if the children have had ongoing relationships with those relatives.
- OCS has provided post-adoption support services since 2003, but needs to expand voluntary post-adoption support services for families who have adopted children in OCS custody.

Legislative assistance:

- OCS budget recommendations will include funding for additional post-adoption services to ensure that adoptive families have the support they need to continue caring for the special-needs children adopted from OCS.

Other placement Issues:

When placement resources are scarce, OCS often asks foster parents to consider more children than they had originally requested. This often results in overloading a foster family with more children than they can actually handle. This creates stress on marriages, stress on all of the children, and may result in placement disruption, or neglect of some or all of the children.

Recommendations:

- OCS needs to establish clear criteria and set limits on the numbers of children a foster or adoptive family can have.
- OCS should provide support services for foster and adoptive families.

Legislative assistance:

- OCS budget recommendations will include funding for recruitment of foster and adoptive families.

Investigative process following a Report of Harm

Investigation Issues:

OCS workers use a matrix screening tool to assess reports of harm, and determine, based on the level of the seriousness of the report, how quickly a response is needed. Concerns have been raised that the literal following of the matrix tool by workers without consideration of other complex issues may result in underestimating the urgency of a situation. Concerns have been also raised about timely follow-up visits when children are under emergency placement with relatives.

Recommendations:

- OCS should examine the content of the screening tool to determine if the matrix is sufficient for assessing the need and level of urgency for investigations of reports of harm.
- OCS training needs regarding reports of harm evaluation should be identified.
- OCS social workers should visit with children promptly when placed out of the family home with relatives.
- OCS social workers should initiate timely medical examinations of children after taking custody.

- OCS social workers should assess family and other caregivers promptly when children are placed in a relative's home on an emergency basis.

Legislative assistance:

- OCS budget recommendations will include funding to add front line social workers and increase social worker training for all current staff.

Systemic Barriers to Child Protection

Home visit issues:

OCS workers may experience limited contact with children in OCS custody who are under care by family members outside of the home.

Recommendations:

- To ensure the safety of children in OCS custody 24 hours a day, OCS should examine the adequacy of staff availability to conduct impromptu home visits in addition to regularly scheduled home visits.

Legislative assistance:

- OCS budget recommendations will include funding to add front line social workers and increase social worker training.

School contact issues:

School personnel are a major source of reports of harm to OCS. Yet, it appears that children can leave school without Department of Education tracking, and state safeguards ensuring school enrollment and attendance appear inadequate.

Recommendations:

- DHSS will engage in discussion with the State Department of Education regarding tracking children who leave school or are home schooled.

Legislative Assistance:

- Legislative evaluation of school enrollment and attendance tracking policies and statutes.

Quality Assurance

Quality assurance issues:

Although OCS field offices sometimes use a "temporary service agreement" with a placement of a child with a relative, there is no provision in the OCS policy and procedure manual for use of such an agreement. This practice can result in OCS practice deviations.

Recommendations:

- The DHSS Office of Program Review should institute department-wide procedures to support divisional quality assurance efforts, in which these types of practice deviations would be discovered and rectified regularly.

Legislative assistance:

- OCS budget recommendations will include funding for quality assurance and technology staff.

DHSS Critical Events Management

Issues:

Internal responsiveness throughout the department can be slow, and staff is often unprepared to quickly initiate investigations into departmental actions, or collect necessary information to immediately respond to media inquiries.

Recommendations:

- DHSS should establish a Critical Events Management Team to develop internal processes for critical response protocols, managed by the DHSS Office of Program Review. The reviews should evaluate both the quality of the event management response and all internal and external factors that precipitated the event. Both reviews can result in policy recommendations, which can be used for process improvement.

Legislative assistance:

- Governor Murkowski will propose child protection confidentiality legislation to the state Legislature in January. This legislation will allow DHSS and OCS to provide more information to the public about department actions surrounding child abuse and neglect cases. The proposed legislation will protect the child's privacy while providing for disclosure of some state agency records, including when alleged perpetrators have been charged criminally with child abuse or neglect.

-30-

For more information, please contact

Sherry Hill: (907) 465-1618, Cell (907) 321-2838

Margaret Webb: (907) 465-8277, Cell (907) 957-0747

State of Alaska
Department of Health & Social Services

Frank H. Murkowski
Governor
P.O. Box 110001
Juneau, Alaska 99811-0001
FACT SHEET



Joel Gilbertson
Commissioner
907-465-3030
FAX: 907-465-3068
www.hss.state.ak.us

Dec. 13, 2004

**Office of Children's Services (OCS)
Accomplishments**

- As of Sept. 1, 2004, there were 2,250 children in state custody. Of those children, 2,021 were in out-of-home care placements. OCS was providing foster care benefits to the foster care providers of 1,095 of those 2,021 children.
- From July 1, 2003, to June 30, 2004, the Subsidized Adoption & Guardianship program provided permanent homes for 320 "hard-to-place" children that were in the permanent custody of the state.
- As of Oct. 31, 2004, there were 2,129 children with continuing adoption or guardianship subsidies. Since July 1, 2004, there have been 73 new adoptions and 11 new guardianships.
- Enrollment in Infant Learning Programs increased from 1,691 during FY02 to 1,721 in FY04, while the wait list decreased from 176 to 133 in the same period.
- Healthy Families Alaska Program served 373 families during fiscal year 04, from July 1, 2003 through June 30, 2004. Indicators of child health show that over 90 percent of the children enrolled had received their immunizations on schedule.

2003 Program Improvement Plan

The Administration for Children and Families (ACF), part of the U.S. Dept. of Health & Human Services, released its final review of Alaska's child welfare system in September 2002. Alaska developed and began implementing its Program Improvement Plan in September 2003. The plan consists of 114 action steps and 246 benchmarks. At the end of the first year, Alaska was ahead of schedule, having completed 53 percent of the action steps and 64 percent of the required benchmarks.

Most notable OCS accomplishments to-date include:

- **Exceeded both outcome targets for safety of children in our custody.**
 - At the time of the 2002 federal review, the Alaska rate of repeat child maltreatment was 23.9 percent. The goal for June 2005 was 22 percent, but as of March 2004, OCS had exceeded its goal and the rate was down to 17.3 percent.
 - At the time of the review, the incidence of child abuse and neglect for children in foster care was 2.09 percent. The OCS target was 1.77 percent by December 2004. As of June 2004 OCS was ahead of its target at 1.2 percent.

-more-

- **Added 26 new positions** to better manage workloads, provide more supervision, establish quality assurance and provide independent living services to youth aging out of foster care.
- **Family to Family foster care reform.** Received \$500,000 from the Rasmuson Foundation to implement the Family to Family foster care reform initiative in Anchorage. Annie E. Casey is providing technical assistance and training to OCS staff. OCS is part of the national initiative and has begun to change the way it does business at Anchorage OCS.
- **Implemented state-of-the-art computer-based case management system.** Online Resources for Children of Alaska (ORCA) went live on Sept. 4, improving supervision and accountability. ORCA will be fully implemented by January 2005. Other states are already looking at the new OCS system as a model.
- **Enhanced services to youth** who are aging out of the foster care system. The OCS goal is to assure that every child over the age of 14 has a plan to work on skills that will help them move to responsible adulthood. Four new positions will assure that every child has a plan and that the plan is being implemented.
- **Casey Family Programs help develop youth programs.** Casey Family Programs have helped OCS develop a Youth Advisory Board whose members are actively engaged in many OCS planning meetings. In September, OCS convened youth and staff to discuss improvements in OCS services from the child's perspective.
- **Building a kinship care and support program** and developing policies and procedures for unlicensed relatives who care for children in custody.
- **Restructuring the licensing of foster homes.** OCS foster homes become adoptive homes but OCS does not do complete family assessments until the family decides to adopt the children in their home. In January OCS will implement a new plan to complete family assessments of all families who apply to become foster or adoptive families.
- **Establish a full time statewide recruitment position for foster families** to address the need for foster and adoptive homes. *Wednesday's Child* will begin to air on Alaska Superstation in December.
- **Establish visitation standards** for visitation between workers and children and workers and families.
- **Develop a stringent quality assurance process.** The first level of QA has been implemented and the other three levels will be fully implemented by February 2005.
- **Provide stipends for social work students** to get their social work degree — all federal funds.
- **Distance learning, stipends for rural child welfare workers.** Supported the University in obtaining a grant to develop distance learning program and stipends for rural child welfare workforce.

Number of clients served:

- WIC served 27,000 individuals each month. WIC Farmer's Market Program provided warrants to 14,000 clients in 83 communities statewide.
- Infant Learning served 1,736 infants/toddlers in FY'04
- Healthy Families Alaska served 353 families in FY '04
- Child Protection and Permanency conducted 11,202 investigations in FY '04.

State of Alaska
Department of Health & Social Services

Frank H. Murkowski
Governor
P.O. Box 110001
Juneau, Alaska 99811-0001
NEWS RELEASE



Joel Gilbertson
Commissioner
907-465-3030
FAX: 907-465-3068
www.hss.state.ak.us

FOR IMMEDIATE RELEASE: No. 29, 2004

Contact: Sherry Hill: (907)269-7800 (Anchorage), Cell (907) 321-2838
Margaret Webb: (907) 465-8277 (Juneau), Cell (907) 957-0747

Governor will propose child protection package to Legislature

Adds child protection workers, provides funds for unified home studies and post-adoption assistance, adds juvenile probation officers and enhances community-based services for youth offenders, changes child protection confidentiality laws

(Anchorage, Alaska) – Alaska Department of Health and Social Services Commissioner Joel Gilbertson today announced a package of fiscal year 2006 budget proposals to expand protections to Alaska's children who enter state custody.

In addition, Gilbertson announced that legislation regarding child protection confidentiality statutes will be proposed to the state Legislature in January. DHSS will be working with interested legislators to complete the draft of the proposed legislation.

"Our kids are the future of Alaska," said Gilbertson. "I am taking the opportunity during National Adoption Awareness Month to discuss proposals that address key areas of opportunity to ensure Alaska's children are safe — to get children the services they need for a healthy and productive future."

Governor Frank H. Murkowski will include these proposals in the FY06 budget on December 15. The \$7.5 million package includes \$6.0 million for child protection for the Office of Children's Services (OCS) and \$1.5 million for the Division of Juvenile Justice (DJJ).

The Governor will propose 34 additional positions for the Office of Children's Services to enable frontline workers to focus on increasing child protection, preventing abuse and neglect, and achieving more permanent homes for children.

Sixty positions will have been added since the administration began a children's services overhaul in 2003. In FY05, OCS added 26 positions to help lower caseloads. The increase in the OCS workforce is a result of recommendations from the federal 2002 Child and Family Services Review, and the subsequent implementation of the OCS Program Improvement Plan in September 2003.

The proposed budget package provides for unified home studies of foster and adoptive homes; additional post-adoption services to ensure that adoptive families have the support they need to continue

-more-

caring for special-needs children they have adopted from OCS; increases funding for social worker training; and provides support for new technology.

"We know the steps for improvement we need to take, and the budget enhancements will allow us to take those steps," said DHSS Office of Children's Services Deputy Commissioner Marci Kennai. "Additional staff will help OCS better manage workloads so that Alaska's children are safe, healthy and in permanent homes."

The Division of Juvenile Justice proposal includes additional positions for juvenile probation to provide timely and essential responses to juvenile crime at the front end of the system, which will help prevent youths from further penetrating into the formal justice system.

The proposed Juvenile Justice increased funding also gives the agency the flexibility to provide a variety of services as needed, determined based on hard data and the direct knowledge of the needs of clients. The proposal will allow the use of less-restrictive and community-based interventions for youth offenders, including support for youth courts, non-secure shelters, and support or skill development for offenders and families.

The package also includes increases for the Nome Youth Facility, which is undergoing an expansion from its rated capacity of six to a full service detention unit of 14 beds.

Confidentiality legislation to be proposed to the state Legislature in January will allow DHSS and the Office of Children's Services to provide more information to the public about department actions surrounding child abuse and neglect cases. Current confidentiality statutes limit disclosure of information to the public, including providing any information about department actions in cases of child abuse and neglect. The proposed legislation will protect the child's privacy while providing for disclosure of some state agency records.

The child protection budget package will be a part of Governor Murkowski's FY06 budget and will be delivered to the Legislature by December 15.

State of Alaska
Department of Health & Social Services

Frank H. Murkowski
Governor
P.O. Box 110001
Juneau, Alaska 99811-0001
FACT SHEET



Joel Gilbertson
Commissioner
907-465-3030
FAX: 907-465-3068
www.hss.state.ak.us

FOR IMMEDIATE RELEASE: Nov. 29, 2004

Contact: Sherry Hill: (907) 269-7800 (Anchorage), Cell (907) 321-2838
Margaret Webb: (907) 465-8277 (Juneau), Cell (907) 957-0747

Child protection FY06 package

Issues

- The Alaska Child Protection Program Improvement Plan (PIP), effective September 2003, established a two-year roadmap for improvement for the Office of Children's Services. The PIP set benchmarks to measure progress of OCS ensuring the safety of children, finding children permanent homes and making sure their health, education and mental health needs are met.
- A shortage of juvenile probation resources throughout the state continues to challenge the ability to provide essential and timely responses to juvenile crime. Additionally, the juvenile justice system requires additional resources so it can use less-restrictive and community-based approaches to intervene in juvenile delinquency at the front end of the system. Due to competing priorities, the needs of juvenile crime victims have remained insufficiently addressed.
- The Nome Youth Facility (NYF) has been averaging above capacity for the past year two years, with utilization at 150 percent of capacity in FY '03 and 137 percent of capacity in FY '04. NYF is in the process of completing a facility expansion, which will increase its rated capacity from 6 to 14 beds. This expansion, coupled with the level of referrals in the Nome region and the seriousness of the type of youth requiring secure detention necessitates additional staffing in order to adhere to required staffing ratios and ensure basic safety, security and order within the detention facility.

Child protection Fiscal Year 2006 proposed budget package

Office of Children's Services

- Thirty-four additional positions for the Office of Children's Services will enable frontline workers to focus on increasing child protection, preventing abuse and neglect, and achieving more permanent homes for children. Added positions will perform home studies of foster and adoptive homes, recruit and retain more foster families, frontline social work, provide support for new technology.
 - Provides additional post-adoption services to ensure that adoptive families have the support they need to continue caring for the special-needs children they have adopted from OCS;
 - Provides for unified home studies of foster and adoptive homes.
 - Provides funding for recruitment of foster and adoptive families.
 - Funds grantees that provide family preservation services in rural areas.
 - Increases funding for social worker training.
 - To help recruit licensed social workers, provides funding for social worker licensing fees

- Provides support funding for the new ORCA management information system.

Division of Juvenile Justice

- Eleven additional positions for Juvenile Justice probation services will ensure a proactive response to juvenile crime, including rural Alaska. These positions will enable juvenile probation officers to provide more timely and appropriate responses to juvenile delinquency, which will improve community safety and ensure that juvenile offenders are held accountable while also receiving sufficient services to reduce the likelihood of re-offending. Added positions will provide community-based probation services and emphasize work with victims of juvenile crime.
- The package also includes funds for a range of community-based interventions for youth, including but not limited to support for youth courts, non-secure shelters, support or skill development for offenders and families.
- Additional 5.5 positions for the Nome Youth Facility to ensure sufficient staffing for the facility expansion project, scheduled to be completed in spring 2005.
 - The addition of three line juvenile justice officers, one supervisory juvenile justice officer, one administrative clerk and a half time nurse will enable the Division of Juvenile Justice to ensure that increased needs are appropriately met.

Child Protection Legislative proposal

Governor Murkowski will submit a proposal to the legislature in January concerning child protection confidentiality issues. This confidentiality legislation will allow DHSS and the Office of Children's Services to provide more information to the public about department actions surrounding child abuse and neglect cases. Current confidentiality statutes limit disclosure of information to the public, including providing any information about department actions in cases of child abuse and neglect. The proposed legislation will protect the child's privacy while providing for some disclosure of some state agency records.

DHSS will be working with interested legislators to draft the proposed legislation.

Major long-term goals of child protection package

- **Office of Children's Services:** Reduce child protection workloads enabling frontline workers to focus on increasing child protection, preventing child abuse and neglect, and achieving more permanent homes for children.
- **Division of Juvenile Justice:** Provide services needed to hold juvenile offenders accountable, provide them with skills to return them to society and reduce the likelihood of re-offense.

Children's Bureau
 Child and Family Services
 Reviews
 Program Improvement Plan
 Matrix (PIP Matrix)

Dark Gray areas
 represent "completion"

State: ALASKA
 State contact and telephone: Joanne Gibbens (907) 465-3023
 ACF contact and telephone: Lois Ward (206) 615-2603
 Date and quarter submitted: 9/15/04 - 4th Quarter

ACF Regional Office: Region X

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.										
Item 1: Timeliness of initiating investigations of reports of child maltreatment.			Baseline: 70% of reports received a response in accordance with agency policy for the risk level assigned and face-to-face contact was established with the subject of the report in a timely manner. By December 2003 80% and July 2004 90% of reports will have a timely response.	Quality Assurance On-Site Review					July 2004	
		1.1.1 Develop policy and procedures for face to face contact with the child during an investigation. Assure definition of "initiate" is clear.			1.1.1.a. Workgroup to begin meeting by February 21, 2003. Draft Policy and Procedures completed by July 15, 2003 and finalized by October 1, 2003.	Field Administrator	10/1/2003	3/31/2004		
	1.1 Respond to all investigations within the required time frames.				1.1.1.b. Supervisory Directive for staff training sent to all Supervisors (and FSTA for ongoing training) by November 15, 2003.		11/15/2003	5/13/2004		
					1.1.1.c Staff trained by Supervisors and policy implemented by December 30, 2003.		12/30/2003	5/29/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	1.1 Respond to all investigations within the required time frames.	1.1.2 Develop criteria and procedures for establishing safety when face to face is not possible within time frames (i.e., due to weather, transportation, etc.).			1.1.2a Workgroup to meet by February 21, 2003. Draft Policy and Procedures completed by July 15, 2003 and finalized by October 1, 2003.	Field Administrator	10/1/2003	3/31/2004		
					1.1.2b Develop protocol to establish child safety in all assigned investigation cases within the State's policy guidelines for face to face contact. Utilize SDM assessment for this process by November 2003		11/3/2003	11/1/2003		
		1.1.3 OCS & FSTA will develop training curricula and schedule			1.1.3a FSTA and select work group members meet to develop needed training curricula enhancements and schedule by August 30, 2003	Field Administrator	8/30/2003	7/1/2003		
		1.1.4 Training for Supervisory staff			1.1.4a Initial training of all current supervisory staff completed by August 30, 2003	Field Administrator	8/30/2003	5/13/2004		
					1.1.4b Supervisory staff to train all units by September 15, 2003		9/15/2003	5/29/2004		
					1.1.4c Supervisory staff to provide out reach and training to alternative response providers by December 1, 2003		12/1/2003			
					1.1.4d Beginning September 1, 2003, all new staff will be trained in this element during Training and Orientation of New Employees (TONE)		9/1/2003			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	1.1 Respond to all investigations within the required time frames.	1.1.5 Develop a workgroup to review and develop consistent procedures for utilizing Dual Track Services that comply with OCS policy and procedures on case initiation and case contact standards.			1.1.5a Workgroup to meet by February 21, 2003. Changes to grant conditions and MOAs completed by July 1, 2003. Provider practice changes implemented by October 1, 2003.	Field Administrator	10/1/2003			
		1.1.6 Assure consistent definition and recording of the dates reports are received, assigned and responded to.			1.1.6a Workgroup to meet by February 21, 2003. Policy and Procedures completed by August 1, 2003. Data entry staff trained by September 15, 2003. Social work and supervisory staff trained by September 15, 2003.	Field Administrator	9/15/2003	9/15/2003		
State-wide Data Indicator: Repeat Maltreatment.			Data Indicator Baseline: 23.4% of reports received in Calendar year 2001 had a recurrence. By June 2005 22% or less will have a recurrence.	PROBER reports completed every 6 months					June 2005	August 2004
Item 2 Repeat Maltreatment.			Baseline 74% of cases reviewed had no repeat maltreatment. By August 2005 80% or more will have no repeat maltreatment	Quality Assurance On-Site Review					June 2005	
	2.1 Reduce the rate of repeat maltreatment.	2.1.1 SDM will be utilized as a decision making tool in opening in home cases			2.1.1a The SDM work group will examine and make recommendations regarding raising priority level for those reports that have had a substantiated report in the preceding six months, by September of 2003	Field Administrator	9/3/2003	9/1/2003		
					2.1.1b SDM Work group will examine and make recommendations regarding case open/close matrix for historical risk factors including past substantiated reports by September 2003.		9/3/2003	9/1/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.1 Reduce the rate of repeat maltreatment.				2.1.3b CIP will submit a funding request to the Illinois Juvenile Institute. Decision is due in May of 2003.		5/3/2003	5/3/2003		
		2.1.4 Collaborate with community to identify, develop, and provide highest priority services			2.1.4a Meet with community stakeholders to discuss service needs during year one of the PIP See Item #35	Program Administrator		1/31/2004		
					2.1.4b OCS will incorporate stakeholder survey information in the development of the new 5-Year CFSIP by June 30, 2004		6/30/2004	6/30/2004		
		2.1.5 Develop protocol for prioritizing waiting lists.			2.1.5a Ongoing meetings with departmental partners to discuss service accessibility during Year One of the PIP (See Item #35.1.1a)	Program Administrator	9/1/2004	5/30/2004		
		2.1.6 Evaluate effectiveness of purchased services			2.1.6a Partner with UAA through FSTA research grant during next 2 years. Research design to begin August of 2003.	Program Administrator	8/3/2003	8/3/2003		
					2.1.6b Research completed by December 2004 will be incorporated into a strategic plan and added to the PIP by March 2005		3-5-2005			
		2.1.7 Implement a statewide computerized safety and risk assessment system to provide structure to decision making at critical stages in a child protection case			2.1.7a Measure SDM compliance through case review performed as part of a recurrence of maltreatment study. Compliance goal is 85%	Field Administrator	4/30/04	4/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.1 Reduce the rate of repeat maltreatment				2.1.7b Sec #2.1.8		10/1/2004			
		2.1.8 Reassess, clarify, and operationally define all definitions for Screening and Intake (SDM-Prober) to provide consistency in what reports are screened in and out of the system.			2.1.8a Workgroup to meet by February 15, 2003.	Field Administrator	2/15/2003	2/15/2003		
					2.1.8b Policy and Procedures completed		10/1/2003	8/31/2004		
					2.1.8c SDM implementation plan completed by November 30, 2003.		11/30/2003	11/30/2003		
					2.1.8d Staff trained and policy implemented		9/30/2004			
	2.2 Improve data entry to accurately reflect incidents of repeat maltreatment.	2.2.1 Refine dispositional outcomes.			2.2.1a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		
		2.2.2 Clarification of categorization of referrals			2.2.2a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		
	2.2 Improve data entry to accurately reflect incidents of repeat maltreatment.	2.2.3 Allow duplicate reports to be linked. Determine correct recording of linked reports.			2.2.3a Same as 2.1.8	Research Analyst IV	11/30/2003	11/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
		2.2.4 Incorporate data entry improvements into ORCA development			2.2.4 ORCA Policy Committee to coordinate changes with workgroup on same timeframes.	ORCA Project Manager	11/30/2003	11/26/2003		
Statewide Data Indicator: Incidence of child abuse and/or neglect in foster care.			Baseline: 1.91% in CY 2000, or 56 children out of 2,939. By December 2004 this will reach 1.77%	Alternate NCANDS data					December 2004	August 2004
	2.3 Reduce the incidence of child abuse and/or neglect in foster care	2.3.1 Develop standards for unlicensed relative caregivers and include them in the FLAG Project through public safety.			2.3.1a Consult with Department of Public Safety by October, 2003.	Program Administrator	10/3/2003	10/3/2003		
					2.3.1b Form workgroup by November, 2003.		11/3/2003	11/3/2003		
								9/15/2004		
								9/30/2004		
		2.3.2 Improve data integrity for differentiating between licensing complaints and child protection allegations in alternate caregiver homes.			2.3.2a Implement tracking system.	Program Administrator	8/15/2003	8/15/2003		
					2.3.2b Provide quarterly feedback to regional managers for purposes of data correction.		11/3/2003	11/3/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	2.3 Reduce the incidence of child abuse and/or neglect in foster care				2.3.2c Identify and train key staff for data entry by October 2003.		10/3/2003	10/3/2003		
		2.3.3 Improve foster parent recruitment, screening, training, and retention			2.3.3a Request TA from National Resource centers by January 15, 2003 2. See item 34	Program Administrator	1/15/2003	1/15/2003		
					2.3.3b Develop workgroup for plan development by February 1, 2003.		2/1/2003	2/1/2003		
					2.3.3c Develop statewide implementation plan by November 2003		11/3/2003	5/30/2004		
					2.3.3d See 6.1.1			6/30/2003		
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.										
Item 3: Services to families to protect child(ren) in home and prevent removal.			Baseline: 69% of families had services to protect the child in his or her home to prevent removal. By February 2005 74% of families will receive services.	Onsite Quality Assurance Review					December 2004	
		3.1.1 Research alternative staffing methods and work schedules, such as flexible shifts, weekend workers, etc. to ensure adequate coverage on all cases.			3.1.1a Children's Services Managers will conduct review of current employee work schedules and staffing patterns in relation to caseload by September 1, 2003.	Field Administrator	9/1/2003	8/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	3.1 Establish sufficient staffing levels to meet CWLA caseload standards and to protect children and prevent removal.	3.1.2 Strengthen and streamline hiring process. Use continuous and out of state recruitment, double fill positions when one is coming vacant, establish training positions.			3.1.2a Workgroup meet by January 15, 2003	Field Administrator & Administrative Manager	1/15/2003	1/15/2003		
					3.1.2b Hiring process for training positions approved by September 15, 2003.		9/15/2003	9/15/2003		
	3.2 Increase services to families to protect children in their home and prevent their removal.	3.2.1 Clarify policies, procedures, and definitions for in-home cases			3.2.1a Work group to meet by January 15, 2003.	Field Administrator	1/15/2003	1/15/2003		
					3.2.1b Research and develop procedures for in home case work by August 2003		8/3/2003	8/3/2003		
					3.2.1c Develop procedures for care and safety plans and in home case planning for in home cases based on SDM by August 2003		8/3/2003	8/3/2003		
					3.2.1d Casework on in-home cases will be implemented statewide. Standards for in-home casework will be developed		11/30/2004			
					3.2.1e Staff will be trained on new in-home casework standards		2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Step	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	3.2 Increase services to families to protect children in their home and prevent their removal	3.2.2 Establish collaborative effort between Tribal/State collaboration group, community groups and OCS to help monitor and provide services to in-home cases.			3.2.2a Implement Team Decision-Making in Anchorage Region	Field Administrator	11/1/2004				
					3.2.2b Community-based family preservation service contracts will be redesigned to focus on services to families that prevent removal		11/30/2004				
		3.2.3 Open for services those cases SDM helps identify as high risk when priority needs are not met by protective capacities				3.2.3a SDM workgroup will meet monthly beginning January 2003 to address these issues.	Field Administrator	1/1/2003	1/1/2003		
						3.2.3b See 3.2.1d					
	3.2 Increase services to families to protect children in their home and prevent their removal	3.2.4 Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.8			3.2.4a Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6			
Item 4: Risk of harm to child.			Baseline: 68% of families had assessment of risk and services to reduce the risk. By February 2005 75%.	On-Site Quality Assurance Review					December 2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	4.1 Reduce risk to children by improving assessment	4.1.1 Utilize SDM on all Cases			4.1.1a Same as 2.1.7	Field Administrator					
		4.2.1 Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6		Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	4.2.1a Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6	Refer to Goal, Action Steps, Measures and Benchmarks in 2.1.3-2.1.6					
Permanency Outcome 1: Children have permanency and stability in their living situations.											
Item 6: Stability of foster care placement			Baseline: 61% of children had stability in foster care placements. By August 2005 65%	On-Site Quality Assurance Review					December 2004		
	6.1 Decrease number of foster care placements from time of entry into foster care.	6.1.1 Develop pre-service training for all foster parents prior to licensure (not emergency licensure) see item #34			6.1.1a Examine Anchorage pre-service training (including kinship) by September 30, 2003	Program Administrator	9/30/2003	9/30/2003			
					6.1.1b Develop revised curriculum for Foster and Adoptive Care Training via distance delivery by November 30, 2003		11/30/2003	6/30/2003			
						6.1.1c Develop schedule for Foster and Adoptive Care Training via distance delivery by January 1, 2004		1/1/2004	6/30/2003		
						6.1.1d Statewide implementation of regularly scheduled, centralized pre-service or distance delivered training by February 2004		2/4/2003	6/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	6.1 Decrease number of foster care placements from time of entry into foster care.	6.1.2 The permanency working group will review information surrounding placement change and develop criteria for review of placement changes and appropriate interventions			6.1.2a The Permanency working group in conjunction with the Research analyst will conduct monthly review of Prober data regarding child placement changes.	Field Administrator	10/1/2003	10/1/2003			
					6.1.2b The permanency working group will review policy for case review criteria for excessive placement and forward to the region by January 30, 2004		1/30/2004	5/30/2004			
						6.1.2c Review open cases that have 3+ placements to determine reasons for multiple moves		10/30/2004			
						6.1.2d Identify multiple placement patterns by region		11/30/2004			
						6.1.2e Implement regional strategies based on data analysis and replicate good practices identified in other region		2/28/2005			
			6.1.3 Strengthen matching process by increasing placement options available through foster home recruitment and retention.			6.1.3a See item #44	Program Administrator		5/30/2004		
						6.1.3b Permanency/AFPTC subgroup will prioritize (April 30, 2004) and then developed the following:		4/30/2004	5/30/2004		
						6.1.3c Joint training, in special needs care, for foster parents, through DBH (June 30, 2004).		6/30/2004	5/31/2004		

Outcome or Systemic Factor, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	6.1 Decrease number of foster care placements to no more than two placements from time of entry into foster care				6.1.3d A specialized cross training calendar for foster and kinship care among agencies dealing with mutual clientele (July 2004).		7/4/2004	5/31/2004		
	6.1.4 Increase training opportunities for foster parents in both rural and urban areas of the state. See item #34			6.1.4a Permanency/AFPTC subgroup will prioritize and then develop the following:	Program Administrator		5/20/2004			
				6.1.4b A specialized cross training calendar for foster and kinship care among agencies dealing with mutual clientele, village based (October 30, 2003).		10/30/2003	10/30/2003			
				6.1.4c AFPTC will contract local trainers (village based) to train FPs by September 30, 2003		9/30/2003	5/30/2004			
				6.1.4d AFPTC will collaborate with tribal and village based partners in the development and implementation of training.		12/30/2003	5/30/2004			
				6.1.4e Develop Regional support groups for foster parents		10/30/2004				
				6.1.4f Develop on-line support and community liaisons for rural foster parents		12/30/2004				
6.1 Decrease number of foster care placements to no more than two placements from time of entry into foster care										

Outcome or Systemic Factors, Item (a) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					6.1.4g Translate foster parent training materials into Yupik		9/30/2004			
					6.1.4h Provide targeted training for foster parents experiencing difficulties		7/1/2004	7/1/2004		
Statewide Data Indicator: Of all children served who have been in foster care less than 12 months from the time of the latest removal from home, what percentage have had no more than two placement settings? National Standard is 86.7 or more.			Baseline: in FY 2000, 70.6% of children had only two placement settings. By 2004 72.6% and December 2004 74.6%.	AICARS					December 2004	
Item 7: Permanency goal for child.			Baseline: 61% of children had appropriate permanency goals within the established timeframes. By August 2005 65%.	On-Site Quality Assurance Review					March 2005	
7.1 Improve assessment of		7.1.1 Standardize practice for setting and changing goals when concurrent planning occurs.			7.1.1a Permanency work group will develop policy/practice changes by November, 2003. Training work groups will develop curricula revisions by December 30, 2003. TONE, Core and ongoing training of concurrent planning will incorporate new policy and practice by March 31, 2004.	Field Administrator	3/31/2004	8/16/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	permanency goals to appropriately match a child's individual needs.	7.1.2 Ensure documentation of compelling reasons			7.1.2a Clarify existing Policy and Procedure regarding documentation of compelling reasons by October 2003	Field Administrator	10/3/2003	8/1/2003			
					7.1.2b Insure that documentation of compelling reasons is included in ORCA design by October 2004	ORCA Project Manager	10/4/2003	10/4/2003			
					7.1.2c See R 1.2			10/1/2004			
					7.1.2d Clarify existing Policy and Procedure through Supervisory Quarterly Meeting September, 2003			9/3/2003	9/11/2003		
					7.1.3a Reassign administrative management of Balloon Program to Permanency Unit in Central Office by July 1, 2003.	Program Administrator		7/1/2003	7/1/2003		
	7.1 Improve assessment of permanency goals to appropriately match a child's individual needs	7.1.3 Continue permanency finalization specialists (Balloon Program)									
		7.1.4 Reduce barriers to permanency				7.1.4a Analyze 24+ months placement data		9/30/2004			
						7.1.4b Categorize reasons for placement barriers		10/15/2004			
						7.1.4c Establish implementation plan to address barriers		11/30/2004			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	7.2 Implement ORCA to streamline business processes.	7.2.1 Increase the division's ability to measure permanency goals			7.2.1a ORCA will be online in December 2004. Standardize goal data entry in Prober November 2004	ORCA Project Manager	12/4/2004	9/7/2004		
Statewide Data Indicator: Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than 12 months from the time of the latest removal from home? National standard is 76.2% or more.			Baseline: FY 2000 58.3% of reunifications occurred within 12 months of when child entered care. By December 2003 60.8% and by March 2005 63.3%	AICARS					March 2005	
Item 8: Reunification, Guardianship, or Permanent Placement with Relatives			Base line: In 31 % of applicable cases, OCS had made, or was making, diligent efforts to attain the goals of reunification or guardianship. Goal is 40% by August 2005.	On site Quality Assurance Reviews					February 2005	
8.1 Expedite permanency for children with reunification.		8.1.2 Strengthen Administrative Reviews to examine permanency goals and concurrent plans.			8.1.2a Review and approve current P&P draft regarding Administrative Reviews and quality feedback loop	Field Administrator	2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	guardianship, or placed with relatives.				8.1.2b Complete training of new policy for all Supervisors at the Quarterly Supervisors meeting. Follow with administrative memo to all Staff and Children's Service Managers.		2/28/2005			
		8.1.3 Increase use of reunification assessments through SDM, and continue training workers on these assessments.			8.1.3a Review and revise current policy and procedure on administrative reviews to include use of reunification assessments (reappraisals for out of home cases)	Field Administrator	2/28/2005			
	8.1 Expedite permanency for children with reunification, guardianship, or placed with relatives.				8.1.3b Supervisory Quarterly meeting to review SDM reunification components September 2003		9/3/2003	9/11/2003		
Statewide Data Indicator: Of all children who exited care to a finalized adoption, what percentage exited care in less than 24 months from the time of the latest removal from home? National standard is 32% or more.			Of all children who exited care to a finalized adoption, in FFY 2000 21.8% exited care in less than 24 months from the time of the latest removal from home. By August 2005 24.7%	Adoption Data Set					August 2005	
Item 9: Adoption			Base line 30% percent of the cases, OCS made diligent efforts to achieve adoptions in a timely manner. By December 2003 45%. By August 2005 70%	ORCA Reports					August 2005	
9.1 Decrease Court Delays		9.1.1 Refer to SJAP Judicial Track (also known as CIP Case Management/Adoption) subcommittee for further study (what aspects of court operations contribute to delays?) and recommendations.			9.1.1a Adoption subcommittee will complete research and forward recommendations to CIP by July 2004.	CIP Coordinator	7/1/2004	12/30/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
					9.1.1b CIP will consider recommendations and develop an action plan by November 2004. Implement action plan by January 2005.		1/1/2005	12/30/2003			
	9.2 Complete All Adoptions Within 24 Months from Date of Entry into Foster Care	9.2.1 Implement the SNAP Project recommendations			9.2.1a .Develop new Policies and Procedures (Completed) 2. Provide training to Quarterly supervisors (Completed) workers through TONE, meetings and Advanced Adoption training	Program Administrator	no date given	9/3/2003			
		9.2.2 Increase post-adoption services			9.2.2a . Submit RFP for pre and post-adoption services April, 2003	Program Administrator	4/3/2003	4/1/2003			
					9.2.2b Implement statewide contract for post-adoption services by September 2003.		9/1/2003	9/1/2003			
		9.2.3 Implement Permanent Families contract			9.2.3a Develop contracts with two service providers by October 1, 2003.	Program Administrator	10/1/2003	10/1/2003			
					9.2.3b Provide funding to regions to remove barriers to timely home studies for adoptions and guardianships.		10/1/2003	10/1/2003			
		9.2 Complete All Adoptions Within 24 Months from Date of Entry into Foster Care	9.2.4 complete home study as part of foster care licensing process			9.2.4a Recruitment and retention subgroup to design process, policy and procedure for combining adoption home studies with foster home licensing	Program Administrator	9/30/2004			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
					9.2.4b Train all licensing workers on the new process of integrating the foster home and adoption home study processes.		5/1/2005				
					9.2.4c Implement process of integrating the foster home and adoption home study processes		6/5/2005				
Item 10: Permanency goal of other planned permanent living arrangement.			Baseline: By August 2005 60% of children 16 and older will have IL services made available.	Independent Living Specialists Report					December 2004		
	10.1 Improve the access and delivery of transitional and independent living services to youth in care	10.1.1 Increase to 50% (from 25%) use of ACLSA by eligible youth.			10.1.1a Develop and begin providing financial incentive for youth to complete ACLSA assessment by July 1, 2003.	Program Administrator	7/1/2003	7/1/2003			
					10.1.1b Modify residential care contracts to require providers to assist youth in completing ACLSA assessments by July 1, 2003.		7/1/2003	7/1/2003			
		10.1.2 Develop youth advisory board (YAB) to help identify service gaps and improve service delivery.				10.1.2a Establishment of YAB including framework for membership and consistent meeting schedule by October 2003	Program Administrator	10/3/2003	10/3/2003		
		10.1.3 Through the TSCG IL committee, develop and implement a prioritized work-plan for meeting the transition needs of native youth in state custody				10.1.3a Development of a work plan that includes priorities, assignments and timelrames by November 30, 2003	Program Administrator	11/30/2003	11/30/2003		
		10.1.4 Continue training for workers, foster parents and service providers on Understanding Adolescence and Transition Case Planning.				10.1.4a ILP and FSTA will develop ILP segment for Tone to be implemented by October 31, 2003	Program Administrator	10/31/2003	10/31/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
		10.1.5 Create a statewide network of local experts on assessing life skills, creating transition plans and accessible II funds			10.1.5a Identify CCS staff, tribal staff and local service providers to be the experts. Provide training and establish routine communications. By July 1, 2003	Program Administrator	7/1/2003	7/1/2003		
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.										
Item 13: Visiting with parents and siblings in foster care.			Baseline: 73% of visits between parents and children occurred with sufficient frequency. By August 2005 76%.	Onsite Quality Assurance Review					March 2005	
	13.1 Increase visits between parents, siblings, and children in foster care.	13.1.1 Clarify responsibilities of foster parents for helping facilitate visits.			13.1.1a See 44.1	Program Administrator		5/30/2004		
					13.1.1b Update current Foster Parent Handbook to clarify responsibilities by October, 2003		10/3/2003	5/31/2004		
						13.1.1c Update all current foster parents regarding expectations of visitation through direct mailing in monthly payment by May 30, 2003		5/30/2003	5/30/2003	
						13.1.1d Include visitation expectations for foster parents in pre-service and ongoing training of foster parents see 6.1.1		3/30/2003	3/30/2003	
						13.1.1e Review and/or revise foster care agreement form. By January 1, 2004 see 13.1.2		1/1/2004	5/30/2004	

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	13.1 Increase visitation between parents, siblings, and children in foster care.	13.1.2 Increase the capacity for visitation through clarification and stream lining of visitation policy and procedure			13.1.2a Working group will develop clear policy, procedure and guidelines for visitations, supervised and unsupervised by October 31, 2003	Field Administrator	10/31/2003	10/31/2003			
					13.1.2b see 1.1.3						
		13.1.3 Review, revise and/or improve training for workers regarding case plan development as it relates to visitation.				13.1.3a see 1.1.3	Field Administrator				
		13.1.4 Increase tribal visitation assistance.				13.1.4a Discuss tribal assistance in visitation with the Tribal State Collaboration Group September 2003	Field Administrator	9/3/2003	11/19/2003		
						13.1.4b ISCG will conduct study of current tribal visitation assistance practices		10/30/2004			
						13.1.4c Develop implementation plan based on survey results		2/28/2005			
Item 14: Preserving connections.			Baseline: 74% rated as strength in the agency making diligent efforts to preserve child's connections to family, neighborhood, community, traditions, faith. By June 2005 85%.	Onsite Quality Assurance Review					June 2005		
	14.1 Continue and preserve family relationships and	14.1.1 Ensure ICWA compliance through relative search, using ICWA Help desk in Anchorage (expand to other regions), worker filling out genogram, continue 30 day review of children placed out of compliance.			14.1.1a Implement INGENS statewide by July 1, 2003.	Field Administrator	7/1/2003	7/1/2003			

Outcome or Systemic Factors, Item (a) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	connections for children in out of home care.				14.1.1b Assess the feasibility of expanding the ICWA Help Desk concept to other regions of the state by January 2004. Report regarding feasibility submitted to administration by February 2004.		2/4/2004	5/30/2004		
		14.1.2 Continue Tribal State Collaboration Group.			14.1.2a Working group to investigate and report to TSCG on barriers to preserving connections for children in out of home care by September 2003	Field Administrator	9/3/2003	11/19/2003		
					14.1.2b TSCG subcommittee will develop strategy for improving the stability of children's primary connections in tribal cases by March 2004		3/4/2004	8/13/2004		
					14.1.2c State and tribal partners will begin implementation of new strategy/guidelines for preserving connections in all cases. June 2004		6/4/2004	8/13/2004		
	14.1 Continue and preserve family relationships and connections for children in out of home care	14.1.3 Develop ORCA to easily document diligent efforts to find missing parents			14.1.3a ORCA will be online in December 2004	ORCA Project Manager	12/4/2004	9/7/2004		
		14.1.4 Continue funding for regional clerk to provide notices to case conferences and court hearings.			14.1.4a Completed in all regions except SCRO See #29.1.1	Field Administrator	1/1/2004	1/1/2004		
		14.1.5 Increase the number of foster homes to help keep children in home school and home community.				Program Administrator		1/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
		14.1.6 Develop desk reference permanency planning checklist for workers to use.			14.1.6a Checklists developed by Training Academy by May 2004	Field Administrator	3/4/2004	5/30/2004		
		14.1.7 Enhance connections for children who are in out of home placement			14.1.7a Permanency work group will develop Policy and Procedures guiding practice in preserving connections	Field Administrator	11/4/2004			
					14.1.7b Training Academy will develop training and implement to include strategies for staff to utilize in working with parents to establish connections.		3/4/2005			
Item 15: Relative placement			Baseline: 70% of cases reviewed children were already placed with relatives or diligent efforts were made. By February 2005 75%.	Onsite Quality assurance Review					February 2005	
		15.1.1 Provide for immediate paternity testing with quick results.			15.1.1a Examine the Anchorage model for immediate paternity testing by August 29, 2003	Program Administrator	8/29/2003	2/29/2004		
					15.1.1b Work with Child Support Enforcement Division and the court system to implement paternity testing regionally		2/28/2005			
	15.1 Conduct thorough relative search at Probable Cause Hearing and continue to be updated throughout the case.				15.1.1c Coordinate effort with CDP to ensure relative search completed by all parties. See 15.1.3			8/16/2004		
					15.1.1d See Item 14.1.2			8/15/2004		

Outcome or Systemic Factor, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
		15.1.2 Ask Department of Law to train AGs that they can ask the judge to order non-cooperating parents to disclose relative information at PC and other opportunities as ordered.			15.1.2a Review at next Court Improvement Project Meeting in September 2003	Program Administrator	9/3/2003	9/3/2003		
	15.1 Conduct thorough relative search at Probable Cause Hearing and continue to be updated throughout the case.	15.1.3 Consider amending judges' Temporary Custody checklist to include reminder to order parents to disclose relative information. See AS 47.10.080 (7)(5).			15.1.3a CIP staff will amend CINA checklists to include reminder that judges can order parents to disclose relative information. See AS 47.10.080 (7)(5). Draft to be submitted to committee in September 2003. This task will be completed December 2003.	CIP Coordinator	12/3/2003	5/30/2004		
Item 16: Relationship of child in care with parents.			Baseline: 81% of cases reviewed showed a strong bond between child parent. By June 2005 85% of cases where children are returning home or will be placed with a relative will show a strong bond supported by the agency.	Onsite Quality Assurance Review					June 2005	
		16.1.1 Provide for immediate paternity testing with quick results. (refer to 15.1.1)			16.1.1a Same as 15.1.1b	Program Administrator	2/28/2005			
	16.1 Provide ongoing support to enhance and maintain the child-parent bond	16.1.2 Strengthen and encourage parents' continued participation in medical care, school conferences, and other activities.			16.1.2a Management team to design plan for effective ways to assist staff in implementation of current policy and procedure by September 2003	Field Administrator	9/3/2003	9/3/2003		
					16.1.2b See items 13 & 14		3/31/2005			
well-being Outcome 1: Families have enhanced capacity to provide for their children's needs.										

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
Item 17: Needs and services of child, parent and foster parents.			Baseline: 52% of cases presented with adequate assessment and service needs for the children, parents and foster parents. This will increase to 60% by August 2005.	Quality Assurance On-site Review					May 2005		
	17.1 The children and parents' needs will be adequately assessed and addressed at critical junctures in the case	17.1.1 Fully implement SDM			17.1.1a Provide SDM refresher course during on-site local training.	Field Administrator		2/1/2004			
					17.1.1b SDM assessment of protective capacities and needs is completed - to be measured for compliance at 85% during on-site QA reviews		12/31/2004				
					17.1.1c Initiate SDM assessment process training in offices where the PIP improvement goals are not met. Target training based on quarterly onsite SDM analysis		3/1/2005				
		17.1.2 Evaluate/strengthen current TONE curriculum on child and family assessments.				17.1.2a Meet with supervisors to review and recommend revisions to assessment training. Select supervisors to meet with the Training Academy by September of 2003.	Field Administrator	9/3/2003	1/1/2004		
						17.1.2b Meet with training academy to review and recommend revisions to assessment training by October of 2003		10/3/2003	5/31/2004		
						17.1.2c FSTA and select work group members meet to develop training curricula, as determined by 17.1.2b and schedule by January 2004.		1/4/2004	6/4/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					17.1.2d Debrief all current supervisory staff on training assessment outcomes and train		9/30/2004			
					17.1.2e Supervisory staff to train all units		10/30/2004			
	17.1 The children and parents' needs will be adequately assessed and addressed at critical junctures in the case				17.1.2f Post July 1, 2004 all new staff will be trained in this element as part of Training and Orientation of New Employees (TONE).		7/1/2004	7/1/2004		
		17.1.3 Synchronize adoption guardianship home studies with establishment of concurrent planning goal.			17.1.3a Change Policy to reflect that home studies will be requested when a concurrent planning goal is created by September 30, 2003	Program Administrator	9/30/2003	9/30/2003		
					17.1.3b Complete home study as part of foster care licensing process. See 9.2.4					
	17.2 There will be ongoing evaluation of service provision for parents and children	17.2.1 Enhance Policy and Procedure for Administrative review feedback to administration.			17.2.1a Complete strengthening of Administrative Review feedback loop protocol.	Field Administrator	2/28/2005			
	17.3 Foster parent needs will be assessed and addressed in regard to the child's specific needs	17.3.1 include foster parents needs (in relation to child specific needs) in workers' assessments and case planning.			17.3.1a Meet with training academy to review and/or revise foster parent needs assessment training by January, 2004.	Field Administrator	1/4/2004	5/30/2004		
					17.3.1b Enhance foster parent Plan and agreement tool through connecting foster parent needs to child's specific needs as indicated on case plan January 2004.		1/4/2004	5/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 18: Child and family involvement in case planning.			Baseline: 48% of cases reviewed had all relevant parties actively involved in case planning process. By August 2005 55%.	Onsite Quality Assurance Review					May 2005	
	18.1 Assure that each child in custody and his/her parent(s) all actively contribute to case planning efforts affecting their family.	18.1.1 Train workers to make diligent, early inquires to locate any "missing" biological or legal parents.			18.1.1a see 14.1.2a (ICWA and INGENS)	Field Administrator	See 14.1.2	See 14.1.2a		
					18.1.1b 95% of cases with missing fathers will be run through Ingens within 60 days of Assumption of Custody and monitored by supervisory case review.		2/28/2005			
		18.1.2 Enhance worker and family personal contact in case planning.				18.1.2a Permanency work group will develop P&P requiring face to face meeting for initial case planning purposes.	Field Administrator	11/30/2004		
						18.1.2b Staff to be trained in new policy.		2/28/2005		
Item 19: Worker visits with child.			Baseline: 28% of cases had sufficient frequency and quality of visits between worker and child were to ensure adequate monitoring of the child's safety and well-being. By February 2005 40%.	Onsite Quality Assurance Reviews					December 2004	
	19.1 The frequency and quality of visits between workers and children is sufficient to ensure adequate monitoring of the child's safety and well-being.	19.1.1 Implement ongoing task analysis to identify essential worker functions.			19.1.1a Prioritized list of essential worker functions completed by June 2003.	Field Administrator	6/3/2003	6/3/2003		
		19.1.2 Develop monthly reporting process with built-in accountability to track worker visitation with children.			19.1.2a Develop Reporting tool.	Field Administrator	10/30/2004			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					19.1.2b Implement statewide tracking of visitation		11/30/2004			
Item 20: Worker visits with parents.			Baseline 28% of cases have visits occurring with sufficient frequency By February 2005, 40%.	Onsite Quality Assurance Reviews					December 2004	
	20.1 Worker visits with parents will occur with sufficient frequency to meet the needs of the children and parents, focusing on issues pertinent to case planning, service delivery, and goal attainment.	20.1.1 Develop monthly reporting process with built-in accountability to track worker visitation with parents			20.1.1a Same as 19.1.2	Field Administrator	11/30/2004			
well-being Outcome 2: Children will receive appropriate services to meet their educational needs.										
Item 21: Educational needs of the child.			Baseline: 79% of the cases reviewed, workers actively participated in efforts to assess children's educational needs. This will increase to 84% by August 2005.	Onsite Quality Assurance Reviews					March 2005	
	21.1 All children will attend school regularly and progress toward graduation or transitional goals within the state's mandated time frames	21.1.1 Review Family Educational Rights and Privacy Act (FERPA) law and develop language in our custody orders to allow workers access to all educational records.			21.1.1a Request Attorney General's (AG) office change court orders to reflect division authority to collect educational information for children in custody by November 28, 2003	Field Administrator	11/28/2003	10/30/2003		
					21.1.1b AG's office to train all AGs statewide in the use of new orders		8/30/2004	8/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	21.1 All children will attend school regularly and progress toward graduation or transitional goals within the state's mandated time frames	21.1.2 Clarify expectations between school districts and the division regarding case and school record collection, documentation and worker participation in IEP meetings			21.1.2a Develop interdepartmental working group to address the educational needs of children under child welfare jurisdiction. See item #35	Field Administrator	9/4/2004				
					21.1.2b Develop MOA with DOE regarding collection procedures for educational records of children in custody		12/4/2004				
		21.1.3 Provide foster parents with resources to advocate for children in their care regarding educational needs.				21.1.3a Review and potentially revise existing training opportunities for foster parents in regard to special education needs of children	Program Administrator	12/30/2004			
		21.1.4 Workers will assess, address and document the presence of educational needs for children in their own homes				21.1.4a Policy group to review policy regarding inclusion of educational assessment in in-home case planning September 30, 2003. Revise policy if necessary and train staff by January 2004.	Field Administrator	1/4/2004	5/31/2004		
Well-being Outcome 3: Children will receive adequate services to meet their physical and mental health needs.											
Item 22: Physical health of the child.			Baseline: 77% of cases reviewed found children's physical health needs had been appropriately assessed and services provided By August 2005 80%	On site Quality Assurance Review					March 2005		
		22.1.1 Complete EPSDT within our guidelines and use the healthcare provider's recommendations as a guide for all health treatment decisions.									
					22.1.1a Develop MOA with Public Health to facilitate EPSDT notification process and follow up by January 30, 2004	Program Administrator	1/30/2004	5/30/2004			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Area Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	22.1 Ensure all children with open cases are safe, thriving (adequate food, clothing, and housing), and physically healthy through consistent and timely access to appropriate and necessary dental, optical, and medical services.				22.1.1b Clarify caregiver and social worker roles in providing health screenings and follow-up for children at entry into foster care include clarification in staff Memo # 11 Tone training by January 30, 2004.		1/30/2004	5/30/2004		
		22.1.2 Maintain consistent communication with the child and caregivers on health needs and issues.			22.1.2a Assess the feasibility of implementing a Health Passport program statewide.	Program Administrator	12/4/2004			
					22.1.2b Administrative reviewers will evaluate children's health needs in all reviews		7/1/2003	7/1/2003		
Item 23: Mental health of the child.			Baseline: 66% of children had mental health needs assessed and appropriate services provided By August 2003: 70%	Onsite Quality Assurance Review					February 2005	
	23.1 Every child with an open case will have access to mental health assessment and necessary services.	23.1.1 Review draft mental health policy and formalize triage access to provide mental health evaluations for all children entering out of home care.			23.1.1a Finalize mental health P&P by November 2003. 2. Staff training and full implementation by January 2004.	Program Administrator	1/4/2004	5/30/2004		
					23.1.1b See item 22	Program Administrator	See item #22	7/1/2003		
						23.1.1c Refer to Item 35.1.4	Program Administrator	See #35.1.4	7/1/2004	

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
Systemic Factor: Case Review System											
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parents that includes the required provisions.			Completion of Action Steps	Completion of Action Steps					May 2005		
	25.1 Case plans will be developed with the child (if appropriate) and the child's parents.	25.1.1 Review and strengthen policy and procedures, practice and training that pertain to child and parent involvement in case planning			25.1.1a All administrative reviews will assess and report on parent and child inclusion in case planning see Item 8		7/1/2004	7/1/2004			
					25.1.1b Administrative Review will assess and report on outcome oriented case planning and goal specific case plans See item 8		7/1/2004	7/1/2004			
					25.1.1c Administrative review data gathering will be reported to and tracked by the QA system on a quarterly basis in order to monitor adherence to policy		2/28/2005				
		25.1.2 Case planning policy for in-home cases will be enhanced to include parent and child participation in case planning				25.1.2a Policy group to meet and review policy concerning in-home cases. Policy changes and staff training	Field Administrator	12/31/2004			
						25.1.2b In-home cases, documentation of parent and child inclusion in case planning will be in the case file as observed and reported by the On-Site Quarterly Reviews		2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 27: Provides a process that ensures that each child in foster care under the supervision of the state has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.			Completion of Action Steps	Completion of Action Steps					August 2005	
	27.1 All children in foster care will have a permanency court hearing no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	27.1.1 Coordinate efforts to improve timeliness of permanency hearings			27.1.1a Coordinate effort between the CIP and OCS to schedule all permanency hearing according to following guidelines by September 2003	Field Administrator	9/1/2003	9/1/2003		
					27.1.1b Assess Courts ability to measure % of Permanency hearings being held in a timely manner, and if not, why not. Begin assessment in December of 2003.	CIP Coordinator	12/1/2003	12/1/2003		
					27.1.1c OCS/CIP will evaluate Courtview data and develop plan of action addressing areas of concern based on Courtview data		5/30/2005			
		27.1.2 CIP will ask supreme court to consider amendments to CINA Rule 17.2 that would prohibit granting of continuances in permanency hearings except upon a showing of good cause, and requiring judges to make written finding when granting a continuance.			27.1.2a Review at next Court Improvement Project Meeting in September 2003. Proposal to be made by October 2003. CINA Rules Committee and Supreme Court will consider proposal by July 2005.	CIP Coordinator	7/1/2005			
		27.1.3 CIP will encourage judges to Prioritize scheduling and timeliness of permanency hearings			27.1.3a Review at next Court Improvement Project Meeting in September 2003	CIP Coordinator	9/3/2003	2/1/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	27.1 All children in foster care will have a permanency court hearing no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.				<p>27.1.3b CIP will send a letter to judges during 2003 to encourage judges to set the permanency hearing earlier than 18 months after the petition filing date (e.g. set Perm. Hrng. 10-12 months from date petition was filed); Remind judges that CINA Rule 17(1) requires the disposition order to set the date for the Permanency Hearing; Encourage judges to set the due date for the permanency report in the disposition order; Encourage judges to grant continuances only when necessary and only for the shortest possible time (e.g., a two-hour continuance for parties to review a late-filed permanency report.)</p>		12/1/2003	2/1/2004		
					27.1.3c Set ongoing meeting between CIP coordinator and PIP coordinator July, 2003. Coordinators will meet, at a minimum on a quarterly basis.		7/1/2003	2/1/2004		
		27.1.4 CIP will design enhancements to the court system's computerized case information system that would permit timely scheduling and tracking of timeliness in permanency hearings.				27.1.4a CIP will consider (funds permitting) designing and funding enhancements to the court system's new Courtview computerized case information system that would permit tracking of permanency hearings.	CIP Coordinator	5/30/2005		
	27.1.5 The timeliness of TPRs will be improved				27.1.5a CIP will examine case files for reason of delays in TPR	CIP Coordinator	2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					27.1.5b Examination of possible systemic issues will be completed state wide		5/30/2005			
Item 29: Provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child.			Completion of Action Steps	Completion of Action Steps					December 2004	
	29.1 All foster parents, pre-adoptive parents, and relative caregivers will be notified of case conferences and court hearings for the child in their care.	29.1.1 Hire and maintain administrative clerks in each region to provide notices of case conferences to all parties, and notices of court hearings to foster parents or other caregivers and grandparents, if known.			29.1.1a Five administrative clerks will be hired by July 1, 2003.	Field Administrator	7/1/2003	7/1/2003		
					29.1.1b Reviewers and support staff will schedule and provide notice by June 30, 2003		6/30/2003	6/30/2003		
		29.1.2 Foster Parents will be recognized and be given an opportunity to be heard in hearings				29.1.2a AGs will ask for recognition in all hearings where it is appropriate for foster parents to be heard by August 2003	Program Administrator	8/1/2003	8/1/2003	
Systemic Factor: Quality Assurance System										

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 31: The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the CFSP are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.			Completion of Action Steps	Completion of Action Steps					August 2005	
	31.1 Strengthen and build upon existing measures to fully identify and integrate quality assurance activities occurring within the division.	31.1.1 Develop a formal and periodic evaluation of agency performance by stakeholders and tribal groups			31.1.1a Develop survey instrument November 2003		11/3/2003	11/1/2003		
					31.1.1b Implement stakeholder surveying on an annual basis in each region		11/31/2004			
						31.1.1c Develop and produce annual survey reports detailing findings and making recommendations		2/28/2005		
		31.1.2 Develop and implement an ongoing system to gain foster parent information regarding agency performance				31.1.2a Develop survey instrument November 2003	Program Administrator	11/1/2003	11/3/2003	

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	31.1 Strengthen and build upon existing measures to fully identify and integrate quality assurance activities occurring within the division.				31.1.2b Implement foster parent surveying on annual basis in each region beginning January 2004.		1/1/2004	5/30/2004			
					31.1.2c Develop and produce annual reports detailing findings and making recommendations		2/28/2005				
		31.1.3 Develop and implement an ongoing system to gain consumer/family information regarding agency performance				31.1.3a Develop survey instrument November 2003.	Program Administrator	11/1/2003	11/1/2003		
						31.1.3b Implement consumer/family surveying on annual basis in each region		2/28/2005			
						31.1.3c Develop and produce annual reports detailing findings of consumer/family surveys and making recommendations		5/30/2005			
			31.1.4 Develop regional CQI committees			31.1.4a Develop CQI committee protocol - purpose, objectives, committee composition	Program Coordinator	2/28/2005			
			31.1.5 Improve and revise the Supervisory Case Review instrument			31.1.5a Finalize investigative and ongoing supervisory case review instrument	Field Administrator	2/28/2005			
						31.1.5b Supervisory case review process implemented		2/28/2005			

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	31.2 Improve quality and accountability of grant system to ensure that quality services are delivered and that locally relevant service needs are being met.	31.1.6 Implement Quality Assurance review system for in-home cases			31.1.6a Develop Policy and Procedure for in-home case review	Program Administrator	11/30/2004				
					31.1.6b Begin supervisory review of in home cases		11/30/2004				
						31.1.6c Supervisor review of all in home cases before closure		2/28/2005			
			31.2.1 Establish a Quality Assurance system for evaluating grantees' performance.			31.2.1a Require contractors to develop and implement a client satisfaction survey	Program Administrator	7/1/2005			
						31.2.1b Develop regional reporting structure on needs and grantees specific services/functions		10/1/2004	5/30/2004		
						31.2.1c Develop grant specific outcome measures for quality of service		11/31/2004			
						31.2.1d Develop feed back loop with local and regional offices to evaluate grantee performance		10/1/2004	10/1/2003		
Systemic Factor: Service Areas											

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
Item 35: The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.			Completion of Action Steps	Completion of Action Steps					June 2005	
	35.1 A system of effective services will be available to keep children safe in their own home when reasonable or to achieve permanency in alternative placements.	35.1.1 Establish an interdepartmental, multi-agency working group that meets to identify and ameliorate financial, training and service provision barriers in the Alaska Child Welfare arena			35.1.1a Form work group to design Strengths/Needs Assessment (members and key informants identified by January 2004.	Program Administrator	1/1/2004	1/1/2004		
		35.1.2 Assess strengths and gaps in services on a Regional basis			35.1.2a Complete regional assessment including compiling information	Program Administrator	11/31/2004			
					35.1.2b Utilize the compiled regional information to guide new RIP development		2/28/2005			

Outcome or Systemic Factor, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	35.1 A system of effective services will be available to keep children safe in their own home when reasonable or to achieve permanency in alternative placements.	35.1.3 Establish flexible funding opportunities to provide for identified service needs			35.1.3a Convene work group with OCS, DBI, DJJ, DPH and DPA to identify funding sources for children and families, both in-home cases and out-of-home cases by January 2004	Program Administrator	1/1/2004	1/1/2004		
		35.1.4 Develop regional collaborative efforts with DHSS Divisions, Tribes, Tribal Organizations and Community agencies to improve services to children and families			35.1.4a Regional work groups will be formed to develop collaborative process with DHSS Divisions, Tribes, Tribal Organizations and Community agencies and individuals to improve service delivery and capacity to children and families	Program Administrator	11/30/2004			
Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP.									June 2005	
	36.1 Children and families will have access to the services they need in proximity to their community.	36.1.1 Prioritize development of new services in all areas of the state			36.1.1a Refer to Item 35	Program Administrator	See Item #35	2/28/2005		
Item 37: The services in item 35 can be individualized to meet the unique needs of children and families served by the agency.			Complete action steps	Completion of Action steps		Program Administrator			June 2005	
	37.1 Case plans will be individualized based on the needs of the children and family	37.1.1 Provide training to staff on the proper development of individualized case plans			37.1.1a The FSTA Advisory Committee will review the case planning section curriculum and modify as needed to ensure that staff are being taught to individualize case plans by August 1, 2003.	Program Administrator	8/1/2003	8/1/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	37.1 Case plans will be individualized based on the needs of the child/ren and family				37.1.1b A refresher individualized case planning training module will be developed in partnership with the FSIA by September 1, 2003. 50% of staff will receive the training by March 1, 2004. 75% will have received the training by September 1, 2004. 100% of staff will have received the training by January 1, 2005.		1/1/2005			
<i>Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment, and Retention.</i>										
Item 42: The standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-E or IV-B funds.			The standards will be applied to all licensed or approved foster family homes or child care institutions receiving title IV-E or IV-B funds.	Administrative Report					August 2005	
		42.1.1 Collect and interpret information by region on the reasons that variances have been granted in the past			42.1.1a Develop method for collecting variances and entering into state wide data base by July 2003	Program Administrator	7/1/2003	7/1/2003		
	42.1 Licensing Standards will be applied fully and equally to all foster homes.				42.1.1b Conduct analysis by September 2003.		9/1/2003	9/1/2003		
					42.1.1c Examine regulations and policy for consistency with safety standards.		1/1/2004	5/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Item	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	42.1				42.1.1d Identify and clarify allowable variances for non safety standards Incorporating input and review from ACE		7/1/2005			
	42.1	Licensing Standards will be applied fully and equally to all foster homes			42.1.1e Draft statutory and regulatory changes if needed		7/1/2005			
Item 44: The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.			The State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that more clearly reflect the population served	The number of ethnically diverse culturally appropriate foster homes will increase					April 2005	
	44.1	44.1.1 Establish a statewide plan that incorporates regional plans.			44.1.1a Request TA from National Center for Foster Care and Permanency Planning by February 1, 2003	Program Administrator	2/1/2003	2/1/2003		
	44.1	Develop and implement a process to increase the pool of skilled, qualified and culturally appropriate foster/adoptive parents.			44.1.1b Form Recruitment and Retention workgroup by March 15, 2003		3/15/2003	3/15/2003		
					44.1.1c Workgroup Proposed Statewide recruitment and retention plan developed by May 15, 2003		5/15/2003	5/15/2003		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement	
	44.1 Develop and implement a process to increase the pool of skilled, qualified and culturally appropriate foster/adoptive parents.				44.1.1d Statewide Foster Care Recruitment and Retention Plan approved by August 30, 2003		8/30/2003	5/30/2004			
					44.1.1e Regional Recruitment and Retention plans developed and approved by January 1, 2004		1/1/2004	5/30/2004			
					44.1.1f Statewide Foster Care Recruitment and Retention Plan implemented by January 1, 2004.		1/1/2004	5/30/2004			
		44.1.2 Conduct thorough review of existing AFPTC contract by January 1, 2003				44.1.2a Identify and negotiate contract modifications to strategically address training, recruitment and retention issues. October, 2003	Program Administrator	10/1/2003	10/1/2003		
		44.1.3 Continue work with tribes to increase Native foster homes.				44.1.3a Tribal State Collaboration Group will meet to discuss resources for Native children	Program Administrator	7/1/2004	7/1/2004		
						44.1.3b Track ICWA compliant placements		12/31/2003	12/31/2003		
						44.1.3c OCS staff to attend conference on recruitment of Native foster Homes		11/30/2004			
		44.1.4 Review and revise foster parent handbook to update for accuracy and include information related to adoption				44.1.4a Completed January, 2004	Program Administrator	1/1/2004	5/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
					44.1.4b Distribute to regions for full distribution January 2004		1/1/2004	6/1/2004		
		44.1.5 Implement ORCA to streamline reimbursement process			44.1.5a ORCA will be online in December 2004	ORCA Project Manager	12/1/2004	9/7/2004		
		44.1.6 Streamline foster and adoptive home application process			44.1.6a Develop work group to begin process of integrating foster home and adoption home study processes by January 2004.	Program Administrator	1/1/2004	1/1/2004		
	44.1 Develop and implement a process to increase the pool of skilled, qualified and culturally appropriate foster/adoptive parents.				44.1.6b Revise foster and adoptive parent applications to incorporate requirements into single document/packet by January 30, 2004.		1/30/2004	1/30/2004		
					44.1.6c Provide joint training for adoption workers and licensing staff regarding changes in practice, forms, policy and procedure needed to implement changes in application process for adoptive and foster homes		1/1/2005			
		44.1.7 Develop partnerships to support foster and adoptive families such as Youth for Christ, Adopt a Worker program			44.1.7a Evaluate existing Pilot Project to determine possible expansion January 2004		1/1/2004	5/30/2004		

Outcome or Systemic Factors, Item (s) Contributing to Non-Conformity, and Areas Needing Improvement	Goal	Action Steps	Goal % of Improvement	Method of Measuring Improvement	Measurable Benchmarks and Dates	Responsible Party For Item and/or Action Step	Benchmarks' Projected Dates of Achievement	Benchmarks' Actual Dates of Achievement	Goals' Projected Dates of Achievement	Goals' Actual Dates of Achievement
	44.1 Develop and implement a process to increase the pool of skilled, qualified and culturally appropriate foster/adoptive parents.				44.1.7b Research successful surrounding use in other states by January 2004		1/1/2004	7/1/2004		
					44.1.7c Target communities and identify potential partnership organizations, including Tribal entities and Faith based organizations to discuss collaborative support program implementation		11/30/2004			