

## APPENDIX I



Dr. Lisa Pion-Berlin  
President and Chief Executive Officer  
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### Vision:

We envision a just society where everyone thrives in resilient families and communities.

### Mission:

The mission of the National Certification of Parent Leaders is to enhance the lives of families and communities worldwide by inspiring and empowering Parent and Shared Leadership®.

### Background:

For more than 44 years, the National Center on Shared Leadership® and Parents Anonymous® Inc. have created innovative, successfully implemented and evaluated parent and shared leadership® comprehensive programs, trainings, technical assistance, coaching, program designs, and policy and systems change with thousands of parents, staff, agencies, communities and governments across all child and family serving systems around the world. Our evidence-based results have demonstrated increases in knowledge, skills and abilities of parent leaders and staff that resulted in actual change linked to improved outcomes for families and communities (McKenna, 1994; 1996; National Council on Crime & Delinquency, 2008; Polinsky et al, 2005, 2007, 2010, 2011, 2012). We have engaged in meaningful shared leadership® with Parent Leaders, staff, agencies and policy-makers in strengthening families programs; early care and education; public school systems; child welfare systems; child abuse and neglect prevention agencies; mental health services; public health; home visiting programs; juvenile justice and delinquency prevention efforts; drug and alcohol prevention and treatment; First 5 organizations; wellness, drug, family and delinquency courts; disability and special education initiatives; respite care and crisis nurseries; family support centers; text4Baby; parent education; and faith-based organizations.

This National Certification of Parent Leaders will provide the first ever opportunity to implement a comprehensive credentialing program for Parent Leaders new and experienced to build upon their knowledge, skills and abilities and ensure a unique set of Leadership Practices associated directly to the work of Parent Leaders in various settings such as the agencies mentioned above and communities around the world to make significant change to better families lives.

### National Certification of Parent Leaders Benefits Parents, Families, Communities and Society by:

- Ensuring best practices in Parent Leadership
- Improving outcomes for families
- Facilitating mutually beneficial networks
- Enhancing program effectiveness
- Strengthening social capital

## CONTENT AND FORMAT

This National Certification of Parent Leaders includes three levels that build upon one another.

**Level I: To become a Nationally Certified Parent Leader, one must meet the following criteria:**

- Be in a parenting role
- Successfully complete 32 hours of face-to-face National Certification training
- Successfully complete 8 hours of individual/group coaching sessions with a Nationally Certified Trainer within 4 months of initial training

### **Format:**

This unique evidence-based program has 32 hours of comprehensive training face-to-face on the Learning Competencies; distinctive individual assessments to ensure growth and certification goals; and 8 hours of individual/group coaching for each participant to practice leadership behaviors identified in their Individual Action Plan. There is also a National Certification on Shared Leadership® for Staff.

Over 4 days, the 5 exemplary leadership practice learning competencies will be delivered through didactic learning, small group discussion, and experiential exercises. Participants will be encouraged to make personal video or audio recordings for learning purposes. Assessment and feedback will occur through the Certification Process by National Trainers. Each participant will be assigned a Coach. During the four months following the face-to-face training, individual coaching sessions will be scheduled through Skype, and/or face-to-face meetings with each participant to ensure the successful implementation of their Action Plan. This innovative format will include assessment, feedback and peer support to ensure successful completion of the Certification Program.

## Research-Based and Results Oriented and Learning Competencies

The theoretical basis and importance of National Certification of Parent Leaders is confirmed in numerous published studies identifying the positive results of peer to peer support and meaningful parent leadership outcomes in child welfare, mental health, wraparound, and education (Anthony, Berrick et al, 2009; Munson et al, 2009; Kutash et al, 2010; Hoagwood et al, 2010; Polinsky et al, 2010, 2011). Successful family engagement is an essential ingredient to ensuring the achievement of the five protective factors of the strengthening families approach (Pion-Berlin et al, 2011).

### **OVERALL LEARNING COMPETENCY FOR NATIONAL CERTIFICATION OF PARENT LEADERS:**

The capability to be a successful Parent Leader that achieves positive results by understanding leadership theory; mastering all five research-based Exemplary Leadership Practices™; developing effective communication skills; demonstrating meaningful cultural responsiveness; sustaining a healthy balance between work and personal life; and successfully employing coaching to ensure the implementation of their Individualized Action Plan.

For more information,, please contact Dr. Lisa Pion-Berlin  
(909) 621-6184 ext 207 or [lpion-berlin@parentsanonymous.org](mailto:lpion-berlin@parentsanonymous.org). [www.leadershipcertification.org](http://www.leadershipcertification.org)

## PARENTS WILL GAIN KNOWLEDGE, SKILLS, AND ABILITIES ON:

### The 5 Exemplary Leadership Practices™

- Transform Values into Action
- Envision the Future
- Encourage Positive Change
- Empower through Shared Leadership
- Inspire Success

### Communication

- Public speaking
- Media training
- Telling my story

### Cultural Responsiveness

- Scope and nature
- Strategies

### Ethics

- Boundaries
- Confidentiality
- Dilemmas & Resolutions

### Life's Balancing Act

- Time and stress management
- Mindfulness
- Sense of humor
- Asking for Help is a Sign of Strength®

### Individualized Action Plan

- Coaching for results

## ENDORSEMENTS

"The National Certification of Parent Leaders builds off of Parents Anonymous® Inc.'s longstanding experience in supporting and building the capacity of parent leaders. It will be a tremendous resource for the field."

Nilofer Ahsan, Senior Associate  
Strengthening Families, An initiative of the Center for the Study of Social Policy

"Throughout my career, I have benefited from close partnerships with parents. These connections and the opportunity to learn from parent perspectives have enriched my work in multiple ways. I highly recommend that others invest their time and efforts in creating these important partnerships with parents."

Teresa Rafael, Executive Director  
National Alliance of Children's Trust and Prevention Funds

For more information, please contact Dr. Lisa Pion-Berlin  
(909) 621-6184 ext 207 or lpion-berlin@parentsanonymous.org). [www.leadershipcertification.org](http://www.leadershipcertification.org)

## APPENDIX II

### Savings Achieved Through Youth Permanence

County, State and Federal Savings based on **Realigned** Sharing Ratios

assumes: **100%** share of non-federally eligible costs for counties in ----> **CA**  
**66%** federal eligibility rate for foster care & **100%** federal eligibility rate for adoption assistance  
**39.5%** federal eligibility rate for Kin-Gap

(reflects Group Home and FFH rate increases, FFA rate decrease, AAP FFP delinking, and FFP in KinGap)

| Placement Cost Savings Adoption from FFA            | Annual Placement Savings |                    |              |             |
|---|--------------------------|--------------------|--------------|-------------|
|   | Total                    | Realigned Co Share | Fed Share    | State Share |
| Average Placement Cost for Foster Youth (12-20) (A) | \$23,330                 | \$15,631           | \$7,699      | \$0         |
| Average Adoption Assistance Program Grants (B)      | \$15,000                 | \$7,500            | \$7,500      | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$8,330</b>           | <b>\$8,131</b>     | <b>\$199</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from FFH (basic rate only) | Total      | Realigned Co Share | Fed Share       | State Share |
|--|------------|--------------------|-----------------|-------------|
| Average Basic Plcmt Cost for Foster Youth (12-20) (A)      | \$9,620    | \$6,446            | \$3,175         | \$0         |
| Average Adoption Assistance Program Cost (B)               | \$9,620    | \$4,810            | \$4,810         | \$0         |
| <b>Placement Savings (A-B)</b>                             | <b>\$0</b> | <b>\$1,635</b>     | <b>-\$1,635</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from GH 14          | Total            | Realigned Co Share | Fed Share       | State Share |
|---|------------------|--------------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$116,048        | \$77,752           | \$38,296        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$15,000         | \$7,500            | \$7,500         | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$101,048</b> | <b>\$70,252</b>    | <b>\$30,796</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from GH 12          | Total           | Realigned Co Share | Fed Share       | State Share |
|---|-----------------|--------------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$102,370       | \$68,588           | \$33,782        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$15,000        | \$7,500            | \$7,500         | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$87,370</b> | <b>\$61,088</b>    | <b>\$26,282</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from GH 11          | Total           | Co Share        | Fed Share       | State Share |
|---|-----------------|-----------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$95,544        | \$64,014        | \$31,529        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$15,000        | \$7,500         | \$7,500         | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$80,544</b> | <b>\$56,514</b> | <b>\$24,029</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from GH 10          | Total           | Co Share        | Fed Share       | State Share |
|---|-----------------|-----------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$88,742        | \$59,457        | \$29,285        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$15,000        | \$7,500         | \$7,500         | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$73,742</b> | <b>\$51,957</b> | <b>\$21,785</b> | <b>\$0</b>  |

| Placement Cost Savings Adoption from GH 8           | Total           | Co Share        | Fed Share       | State Share |
|---|-----------------|-----------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$75,126        | \$50,335        | \$24,792        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$15,000        | \$7,500         | \$7,500         | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$60,126</b> | <b>\$42,835</b> | <b>\$17,292</b> | <b>\$0</b>  |

| Placement Cost Savings Reunification from GH 10     | Total           | Co Share        | Fed Share       | State Share |
|---|-----------------|-----------------|-----------------|-------------|
| Average Placement Cost for Foster Youth (12-20) (A) | \$88,742        | \$59,457        | \$29,285        | \$0         |
| Average Adoption Assistance Program Cost (B)        | \$0             | \$0             | \$0             | \$0         |
| <b>Placement Savings (A-B)</b>                      | <b>\$88,742</b> | <b>\$59,457</b> | <b>\$29,285</b> | <b>\$0</b>  |

APPENDIX III



**COUNTY OF SACRAMENTO**  
**Probation Department**

9750 BUSINESS PARK DRIVE, SUITE 220, SACRAMENTO, CALIFORNIA 95827  
TELEPHONE (916) 875-0273  
FAX (916) 875-0347



SUZANNE M. COLLINS  
INTERIM CHIEF PROBATION OFFICER  
INTERIM COUNTY PAROLE OFFICER

January 29, 2013

Marymichael Miatovich, Attorney  
Center for Families, Children and the Courts  
Judicial Council of California Administrative Office of the Courts  
455 Golden Gate Avenue  
San Francisco, CA 94102-3688

Dear Ms. Miatovich:

This letter is in response to the letter received from John Stettler, Court Appointed Special Advocates (CASA) Program Coordinator, regarding best practices for reunification cases. Listed below is the information you requested.

**What are your current practices to improve and increase reunification and reduce reentry?**

In May 2011, the Sacramento County Probation Department entered the Peer Quality Case Review (PQCR) process with a clear question of "Why aren't more of our youth placed with relatives?" This PQCR clearly identified the reasons for this. While some wards' behavioral traits clearly warrant a higher level of care, there exist barriers to placement. After careful analysis it is clear that to strengthen the practice of least restrictive placement, the Probation Department needed to focus on a process for relative approval, certification, funding and support services. Additionally, strengthening independent living plan (ILP) services would assist in supporting the least restrictive placement. From these findings, Probation's System Improvement Plan (SIP) was developed.

Probation's SIP outcomes are:

- Least restrictive placement
- Well-being: Independent Living Skills

During the PQCR, data was analyzed and it was found that youth placed in group home settings are more than twice as likely to be delinquent than youth who were placed in family foster care. As of October 2010, there were 224 youth placed through Probation in Sacramento County. Of those, 62% were placed in group home care. On average in the state, 58.2% of probation placement youth are placed in group home care (*Child Welfare Dynamic Report System - California Department of Social Services and University of California Berkley*). Sacramento's percentages of Probation placements in group care are higher. Ninety-three (93) were in placement less than 12 months and 107 were in placement for more than 12 months.

By improving the practice of full certification of relative and non-relative homes, Probation will be able to provide a less restrictive placement option for more youth.

Strategies identified to improve this outcome:

- Develop a relative placement approval process that will provide funding for relative placements. In addition, Probation should develop community linkages to provide support for relatives and non-relative extended family member caretakers.
- Improve placement data entry into CWS/CMS, which will contribute to timely and accurate payment to placement caregivers.
- Improve staff ability to search for relatives.

In combination with increasing placement with relatives, it was determined that if more ILP services were offered to Probation youth, it would assist them in staying in a lower level of placement, thus, improving their well-being. Sacramento County Probation youth do receive ILP services; however, comprehensive services such as wraparound, and the implementation of AB 12 would improve the well-being of this population.

**Who is leading or driving the initiative or programs? How did it start?**

Pursuant to Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001), the Child Welfare Outcomes and Accountability System to improve child welfare outcomes for children and their families in California was established. This system includes continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. The California Child and Family Services Review (C-CFSR) includes three processes. The Peer Quality Case Review (PQCR) is the first component of the C-CFSR, followed by the County Self-Assessment (CSA) and finally the System Improvement Plan (SIP).

The process Sacramento County used to conduct the SIP is dictated by the California Children and Family Service Review (C-CFSR) which consists of these three stages:

1. Peer Quality Case Review (PQCR)—held the last week of May 2011,
2. County Self Assessment (CSA), -- completed May 1, 2012,
3. System Improvement Plan (SIP) – completed September 2012

**Who are the stakeholders in the change process, inclusive of community partners?**

Following is a list of core representatives and stakeholders who either were invited to participate or participated in a focus group, interview, on line survey, and/or community meeting. Specifically, input was gathered from:

- 89 Service Providers and 61 staff on-line
- Focus groups with:
  - Social workers
  - Probation management team
  - Probation line staff
  - Birth and Beyond Collaboration
- Individual interviews with teen pregnancy program, EMQ Families First, American Indian Child Resource Center, Judicial Officers
  - Focus groups with parents
  - Focus group with community stakeholders
  - Focus group with Alcohol and Other Drug service providers

Additionally, information from the 2011 PQCR was incorporated into this SIP. Nine focus groups were conducted the week prior and the week of the PQCR event.

Focus Groups for Probation were conducted with:

- Probation officers
- Probation supervisors
- Probation youth
- Youth in juvenile hall
- Caregivers

**What practice and policy shifts were required?**

There is a need to develop a relative placement approval process that will provide funding for relative placements. The Child Protective Services Division is currently utilizing this process. Probation is in the process of discussing with CPS management the possibility of entering into an agreement to facilitate this process for a select number of Probation cases on an annual basis. This would eliminate the need for Probation to develop a similar process and train officers in its application.

Secondly, Probation Placement Management needs to develop a protocol by which each case is assessed for the need for Family Finding. Family Finding is a resource that assists case managers in locating family members of youth in foster care. Finding additional family members and engaging them through a strength's based approach, increases the chance that a youth will exit earlier from traditional group care.

It is anticipated that the number of delinquent foster youth, in traditional group care, would decrease with the use of Family Finding and the relative placement approval process.

**What attitudes, beliefs, and work habits needed to change for the shifts in practice to occur? In which settings? (Juvenile court partners, cbo's, mental health, etc?).**

The attitude and beliefs many Probation Placement Officers had regarding reunification has changed. Prior to Family Finding and information gained through the PQCR and County Self-Assessment, Placement officers looked at the task of reunification as involving the biological parents, adoptive parents, or current or past legal guardian. With the additional resources of Family Finding and new information coming out of the PQCR/CSA process, probation officers have broadened the definition of with whom delinquent foster youth might reunify to include any willing and fit relative.

**From a direct practice perspective, describe what now happens upon a referral? (This is a referral to CPS on a family. What happens immediately after the first call?)**

Please contact CPS for the best answer to this question. Probation does not respond to CPS referrals.

**What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?**

The perspective by many Probation Placement Officers, regarding reunification, has changed from simply returning a delinquent foster youth back to a biological parent, to any willing and fit relative.

No changes have been made to the recruitment, selection, training, coaching, and retention processes.

**What surprises and lessons learned emerged?**

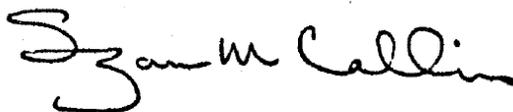
None.

**What role shifts and new partnerships are required?**

Probation is in the process of discussing with CPS management the possibility of entering into an agreement to facilitate this process for a select number of Probation cases on an annual basis. This would eliminate the need for Probation to develop a similar process and train officers in its application.

Thank you for the opportunity to provide input for your best practices study for placement youth. Hopefully, this information was helpful.

Sincerely,



Suzanne Collins  
Interim Chief Probation Officer

COUNTY OF IMPERIAL

BENNY G BENAVIDEZ  
Chief Probation Officer

GUADALUPE RABAGO  
Assistant Chief Probation Officer



PROBATION DEPARTMENT  
JUVENILE HALL

324 Applestill Rd.  
El Centro, CA 92243

(760) 339-6229  
(760) 352-8933 fax

PROBATION DEPARTMENT

January 14, 2013

Marymichael Miatovich, Attorney  
Center for Families, Children & the Courts  
455 Golden Gate Avenue  
San Francisco, CA 94102-3688

Dear Ms. Miatovich,

This is in response to the letter dated December 20, 2012, from Mr. John Stettler, CASA Program Coordinator, regarding best practices in reunification cases of probation youth in foster care. Although we have no formal work group or committee we use our Multi-Disciplinary Service Team, which consist of a representative of the following agencies: Behavior Health Services, Social Services, Eligibility, ILP Coordinator, and a Foster Care Liaison for Alternative Education, Rite Track and probation to fill this gap.

As the agency that is charged with the care of youth on probation who are placed in foster care we make every effort to not only reunify the family but also make every effort to ensure that the transition is a permanent one. In the past we have asked the court to allow a minor on an extended home pass to ensure that the transition back from placement will be a smooth one and to allow the probation officer to bring the case before the MDST Committee to make referrals to services.

In addition, the MDST Committee is used when the probation officer is considering bringing back a youth who has been in foster care prior to transitioning the youth back home. The matter will be discussed before the youth and their parent and a plan will be developed in order to ensure a smooth transition back home and expedite services. As a committee the members are committed in delivering services and making every effort to prevent any youth from re-entering foster care, we strongly believe that children/youth should remain in their homes and communities. The MDST Committee's recommendations are forwarded to the juvenile court on all dispositional cases, placement cases and cases referred to our Evening Learning Center.

If you have any questions, please feel free to contact me at (760) 339-6214 or by email at [gloriambrunswick@co.imperial.ca.us](mailto:gloriambrunswick@co.imperial.ca.us).

Sincerely,

  
Gloria M. Brunswick  
Juvenile Division Manager

An Equal Opportunity / Affirmative Action Employer

# COLUSA COUNTY



## PROBATION DEPARTMENT

INTERIM CHIEF PROBATION OFFICER  
WILLIAM E. FENTON

COUNTY COURTHOUSE ANNEX  
532 Oak Street  
Colusa, California 95932  
Telephone: (530) 458-5871  
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SUPERIOR COURT JUDGES  
JEFFREY A. THOMPSON  
ELIZABETH UPKES OLIVERA

January 3, 2013

Center for Families, Children & the Courts  
Judicial and Court Operations Services Division  
Judicial Council of California  
Administrative Office of the Courts  
455 Golden Gate Avenue  
San Francisco, CA 94102-3688

Attn: Marymichael Miatovich, Attorney

Re: Colusa County Probation Input on Permanency Issues for  
Probation Youth

Dear Ms. Miatovich:

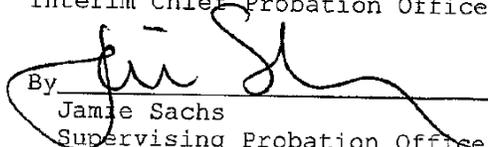
Attached you will find our responses to your questions regarding best practice in reunification cases. I hope that this information assists in the representation of probation interests and experience.

Thank you for your time and consideration in this matter. If you have any questions or require additional information, you can contact me at [jsachs@countyofcolusa.org](mailto:jsachs@countyofcolusa.org).

Respectfully submitted,

WILLIAM E. FENTON  
Interim Chief Probation Officer

By

  
Jamie Sachs

Supervising Probation Officer

1. Current practices to increase reunification and reduce reentry include working closely with the parents of the minor. Monthly meetings with the parents as well as bi-weekly phone calls. Referrals to parenting classes. Also, parents are included in family therapy sessions with the minor in placement. These sessions are utilized in a way to facilitate communication between the minor and his/her parents to identify challenges in the home placements and ways in which to overcome identified challenges. The placement Probation Officer assigned to the case is responsible for facilitating the communication and coordinating family sessions with the therapist in placement.
2. Stakeholders in the process include the minor, parents, other family members, the Probation Officer, Behavioral Health Department and the Department of Health and Human Services.
3. Implementation of the Wraparound was a significant practice shift that has assisted with reunification efforts. It has also afforded an opportunity for the Probation Department, Department of Health and Human Services and the Department of Behavioral Health to strengthen working relationships and provides a variety of services to both the minor in placement as well as the family.
4. Attitudes about out- of- home placement had to change so that placement was not viewed as a punishment, but more as a chance for the minor and his/her family to address the significant issues affecting their family.
5. Not applicable.
6. An extremely invaluable skill that is necessary to achieve these practice changes is to view the minor not only by themselves but also in the relational context to his/her family and social environment. Case planning helps to identify the needs of the minor and the family and set short, measurable, and attainable goals for the family and the minor in placement. This also assists both the minor and family in preparing for reunification and the challenges they may face when reunifying.
7. One of the most important lessons learned has been the importance of preparing families and minors for the process of reunification. For example, after some time in placement, 602 wards are allowed to come home for weekends to spend time with their family. We have learned how extremely important it is to work with the parents immediately prior to said visit to address a safety plan and outcome planning. For example, we address such issues as the minor using drugs or not obeying curfew and the ways in which the parent can safely and appropriately provide consequences for such behavior.
8. The role of a Probation Officer is always evolving. Probation Officers work to enforce the orders of the Court. However, placement can be particularly challenging due to the fact that the minors in foster placement have participated in criminal acts, which is a stark contrast to minors in the Child Protective Services System. A Probation Officer supervising a placement case needs to be aware of both the minor and the family's needs while always being mindful of Court orders and ensuring the safety of the community.

**Miatovich, Marymichael**

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**From:** Connie Pearce [cpearce@mariposacounty.org]  
**Sent:** Tuesday, January 15, 2013 3:11 PM  
**To:** Miatovich, Marymichael  
**Cc:** pjudy@mariposacounty.org  
**Subject:** probation input on permanency issues for probation youth

Ms. Miatovich,

After reviewing the questions posed in the letter dated December 20, 2012, most do not apply to Mariposa County. The following is how Mariposa Probation has been dealing with placement cases you have specific questions regarding how we have been handling our at risk population, please feel free to contact me for more information.

Mariposa County Probation has had only two placements in the past two years. Human Services implemented a Wraparound Program in 2009. Probation has reduced our out of home placements considerably by referring youth at risk of out of home placement to the Wraparound Program. We have a Deputy Probation Officer assigned to the Wraparound Program, who supervises probation youth accepted into the program. Mariposa County Probation has an excellent collaborative relationship with Human Services, Behavioral Health and Drug and Alcohol Services, and the Court. By referring our at risk youth to Wraparound, we have been able to keep most of them in the home with their parents/guardians.

The two cases we had in placement since the inception of the Wraparound Program were youth who were receiving services through the Wraparound Program. In one case, the youth failed to respond to the services provided by the Wraparound program and continued to engage in delinquent behavior. This youth was placed in a couple of group home programs, but ran from those programs within 30 days of placement. That youth is currently serving time in juvenile hall. The other youth was placed in a NREFM foster home when the parent became unfit and uncooperative with the Wraparound program. This youth has since turned 18 and was continued in the NREFM home as a non-minor dependent.

The Wraparound Program has been a successful program for Probation youth. Since Probation was involved in the development of the Wraparound Program, it was not difficult to get our Juvenile Probation Officers on board with this program. Since Mariposa County does not have many local options for group home or foster home placements, we typically placed our youth in out-of-county group home programs. Historically, our youth are reunified with their parents/guardians upon completion of their group home program. Probation has not typically utilized foster homes, since we only removed youth from the home when they failed to respond to Probation supervision and continued engaging in delinquent behavior. Therefore, reunification has not been an issue for us.

We have identified the need to get more information on extended family members for this population. Our officers would benefit from more training in this area.

Constance Pearce  
Mariposa County Probation Department  
Deputy Probation Officer III  
Mariposa County Juvenile Hall Superintendent  
Grant Program Manager  
209) 742-1294

*What are your current practices to improve reunification and reduce re-entry? who is leading the initiative or programs? how did it start?*

The Marin County Probation Department's primary initiative to improve reunification and reduce re-entry has been to create a support group for parents of youth who are in residential care. This program has been running for nearly 3 years and was initiated by our Department using licensed mental health staff to facilitate the sessions. Recently, responsibility for it has been contracted out to Seneca, the County's Wrap Services provider.

*Who are the stakeholders in the change process, inclusive of community partners?*

Parents, Probation staff, and Seneca

*What practice and policy shifts were required?*

Deputy Probation Officers used to conduct their monthly visits with parents in the Department's offices. Now, the 2 placement DPO staff attend these monthly meetings and conduct their contacts with parents during, before or after these sessions.

*What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings? (juvenile court partners, CBOs, mental health etc)*

In terms of work habits, meeting with parents at these meetings has been different, with some benefits and challenges. In terms of changes in attitudes and beliefs, the primary shift has been in valuing the effort to work with parents while their child is in residential care. The hope has been that if parents participate in this process, they will be both more supportive to their children while they are in care and more likely to have success when the child returns home.

*From a direct practice perspective, describe what now happens upon a referral ?(this is a referral to CPS on a family. What happens immediately after the first call ?)*

The Probation Department does not process CPS referrals.

*What new skills and perspectives have emerged as necessary to achieve the practice changes ? has that changed your recruitment, selection, training, coaching and retention processes ?*

SEE BELOW

*What surprises and lessons learned emerged ?*

SEE BELOW

*What role shifts and new partnerships are required ?*

Engaging with parents in this format is very different from the previous practice. Deputy probation officers have regular contact with parents, but now they do so in both a group and one to one context. This has added to the parents' understanding about the challenges of being in group home care, as they share their stories with one another. This forum is also being used to offer formal parent education training, in the hope that it will improve outcomes for youth after their return. In terms of surprises, some of the parents have been more engaged using this forum than we would have guessed. There has been no change to our recruitment, selection, training, coaching and retention processes.



**Miatovich, Marymichael**

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**From:** Karin Humiston [khumiston@mono.ca.gov]  
**Sent:** Monday, January 21, 2013 2:02 PM  
**To:** Miatovich, Marymichael  
**Cc:** Karin Humiston  
**Subject:** Probation Input

Greetings Ms. Miatovich. The below information is for Mr. Sutter. He did not provide an email address. Would you be so kind as to forward this to him? Thank you. Karin

Dr. K.S. Humiston  
Chief of Probation  
Mono County

John Stettler  
CASA program coordinator  
935 South Highway 49  
Jackson, CA. 95642

Dear Mr. Stettler:

I am in receipt of your letter (12/20/2012) soliciting responses to questions regarding permanency. I will respond but keep in mind I have been in this position for four (4) months. My knowledge of CASA comes from Arizona where I administered the program for our county for 12 years.

**CURRENT PRACTICES** - Our current practice includes communication with Social Services, Mental Health and probation. We have begun multi-disciplinary staffings to review case plans and permanency. Social Services is over CWS and would be better suited to respond to this section.

**STAKEHOLDERS** - Include the above as well as family, CASA and tribal members.

**P/P** - None as of yet. However for the PQCR process I asked that Permanency be our variable to review.

**PARADIGM SHIFTS** - I can only speak for my department. My employees are currently challenging their perception of permanency, tribes and disproportionate minorities. Increased training is ahead.

**REFERRALS** - This is initiated by Social Services.

**SKILLS** - Nothing has changed as of yet but I see change in the future. I know of only one CASA in our county. We should have at least 10 for the population. CASA can also be appointed to delinquency cases but we are unable to use this valuable process given so few CASA's. Further, CASA program is contracted out. Through experience I would recommend this be consistently under the Presiding Judge or the Director of Juvenile Probation.

**SURPRISES AND ROLE SHIFTS** - No CASA program and not overseen by the state.

If you have any question, please contact me at 760 932-5572 or 760 616-0575.

Sincerely,

**Miatovich, Marymichael**

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**From:** Karla Kowalski [karla.kowalski@edcgov.us]  
**Sent:** Friday, January 18, 2013 9:40 AM  
**To:** Miatovich, Marymichael  
**Subject:** Permanency Committee Request

Hello,

I am responding to the request of our Probation Department to provide information regarding best practice in reunification/placement cases.

We are a small county that averages 10 or less delinquent minors ordered to foster care at any given time. The vast majority of the time these minors are placed in group homes. Generally, delinquent minors ordered to foster care are either sex offenders that need specific treatment, or minors who do not have a parent/legal guardian. Further, our success in not removing our delinquent minors from their families lies with our in-custody programs in our juvenile detention facilities, which allows the majority of delinquent minors to return to their parents/legal guardians after completing an in-custody program.

We focus on the needs of our small caseload of delinquent minors placed in foster care and their families, and give a great amount of attention to these cases. We do not have a re-entry issue, as the majority of our placement cases either age out or return home. Most often, when reunification is ordered, reunification occurs. For our delinquent minors who do not have a parent/legal guardian, we are increasing family finding and/or ensuring the relationship of a caring adult to serve as a lifelong connection.

Sincerely,  
Karla Kowalski  
Acting Deputy Chief Probation Officer  
El Dorado County Probation Department  
530-621-5646

## **Stanislaus County Probation Department:**

**What are your current practices to improve and increase reunification and reduce reentry?  
Who is leading or driving the initiative or programs? How did it start?**

WRAP is a new services program for Stanislaus County that was implemented effective 1/1/20011. This program allows foster children who are currently in a Group Home or have been determined to have needs at a Group Home level of services, to receive wrap around supportive services to remain in a less restrictive foster care setting. This allows the agency to provide services to this high level needs children even when placed with a biological parent. These children still have access to foster care funding while they are residing with their biological parents; however, the parents are eligible for Cal WORKS, Medi-Cal and CalFresh benefits. The WRAP benefits are exempt from all of these programs. The goal of this program is to provide intensive services so that the child can reunify with their family. WRAP around services are provided through Aspiranet, and work collectively and collaboratively with Stanislaus County Community Services Agency, Stanislaus County Probation Department, and Stanislaus County Juvenile Justice Behavioral Health. WRAP is also utilized as a "step-down" program for minors looking to successfully complete a group home placement in order to assist them and their family with successful transition back into the home and community.

**Use of Video Conferencing** began in the Stanislaus County Probation Department in 2011 as a tool identified for parents and minors to be able to communicate with each other when the minor is placed in an approved out of state group home. SKYPE is available to all placement minors and their families as well as the Juvenile Justice Behavioral Health team in order to facilitate an increase in reunification as well as foster placement stability.

**Mentoring Program began in the Stanislaus County Probation Department in March 2012.** The Stanislaus County Probation Department partnered with The Parent Resource Center, a California corporation, in the implementation of a mentoring program. The Parent Resource Center provides a Girls' Mentoring program for female minors detained under the custody of the County. The overall purpose of this gender-responsive mentoring program is to empower juvenile justice involved girls in County's juvenile hall and under County supervision to make positive life choices that enable them to maximize their personal potential. Currently three female minors that are under placement orders are receiving mentoring services.

**Who are the stakeholders in the change process, inclusive of community partners?**

Local foster families, Juvenile Justice Behavioral Health, Probation, Community Services Agency, Stanislaus County Office of Education, Aspiranet.

**What practice and policy shifts were required?**

A shift in policy was not conducted regarding WRAP at the probation department; however, practice was needed in developing a referral process. Currently the Probation Officer submits a

referral on the minor and presents the minor's case including the most recent dispositional report and any other information to WRAP facilitators. An Inter-Agency Placement Committee then confers as to the appropriateness of the minor's participation in WRAP and the minor enters the program. Subsequent initiation paperwork is submitted by the Probation Department to the Community Services Agency for proper distribution of funding. Aspiranet coordinates with the Probation Officer regarding the minor and family's progress on the WRAP program as well as monthly case management meetings between Aspiranet, Juvenile Justice Behavioral Health and the Probation Department are conducted.

Video Conferencing has allowed the Probation Department to present a minor via video conference for their six month status review before the Court. The Video Conference allows the Court to physically see the minor to ensure the minor is being properly cared for.

**What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings?**

All agencies within Stanislaus County have worked together to ensure that best practices in the reunification of probation youth takes place. Our partnerships remain strong and all of our focus is on what is in the best interest of our youth.

**From a direct practice perspective, describe what now happens upon a referral? (This is a referral to CPS on a family. What happens immediately after the first call?)**

Upon receiving information requiring CPS notification, the Probation Department as a mandated reporter, documents the information on the suspected Child Abuse Report. The report is subsequently provided to the local law enforcement agency in which the abuse occurred as well as the local Child Welfare CPS office and the District Attorney's Office. The information is documented within our Integrated Criminal Justice Information System database as documentation.

**What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?**

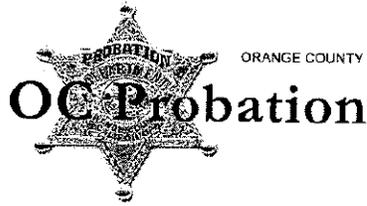
Continued training and direct observation/supervision of staff ensures that all practices and procedures are followed. Constant communication and open dialogue between all partners is a priority.

**What surprises and lessons learned emerged?**

Again, the importance of well trained staff is critical and constant communication with all partners, to include the Superior Court Judges.

**What role shifts and new partnerships are required?**

We are always exploring new partnerships within our community and invite relevant stakeholders to committee meetings and brainstorming discussions.



**STEVEN J. SENTMAN**  
CHIEF PROBATION OFFICER

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ANAHEIM, CA

MAILING ADDRESS:  
P.O. BOX 10260  
SANTA ANA, CA 92711-0260

**DATE:** January 25, 2013  
**TO:** Marymichael Miatovich  
**CC:**  
**FROM:** SPO Isabell Gutierrez  
**SUBJECT:** Permanency Committee - Reunification Questionnaire

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- 1) What are your current practices to improve and increase reunification and reduce reentry?  
Who is leading or driving the initiative or programs?
  - In general, we would get every Placement minor enrolled in individual counseling and offer family counseling within 30 days of being placed in a group /foster home. Once we see that they have been productive in therapy with the family, we would then approve community passes for the minor and his family progressing to overnight passes with the family. Ultimately, if all goes well we would then place the minor back in the home on a trial basis to see how the reunification is going. We offer Wraparound to every family being reunified to offer added support for the family.
  - This is what our practice is. There is no initiative driving what we do.
- 2) Who are the stakeholders in the change process, inclusive of community partners?
  - We use the therapist that is connected to the group homes that the minors are placed at. If the minor/family is already connected with a therapist that they like, every effort is made to ensure that therapeutic relationship is continued if at all possible.
- 3) What practice and policy shifts were required?
  - We did not have to make any policy changes with regards to our reunification practices that we have in place.
- 4) What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings?
  - Again, changes were not necessary for our reunification practices.
- 5) From a direct practice perspective, describe what now happens upon a referral? (In terms of a 778 WIC (Change of Circumstance) filing on Probation cases?)
  - Our 778WIC process is a little different from a CPS referral. When we determine that there are family issues that need to be addressed to try to prevent the removal of the minor from the home, we ask the family if they would be interested in receiving Wraparound Services. We also put into place a Dual Consultation Team on January

7, 2013 which is a collaborative effort with SSA to potentially provide additional services to families who are interested. If these efforts don't work and it is determined that a minor needs to be removed from his home for his safety or the families, we look to see if there is another safe location/family member that the minor can stay with. If no one is available, the minor is then booked into Juvenile Hall and a 778 WIC is filed. The court then schedules a Placement Suitability Hearing and a report is ordered to address placement needs.

- 6) What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?
  - Due to the recent implementation of the Dual Consultation Team, there is more collaboration with the Probation Officers and the Social Workers. We are still in the process of educating our DPOs on the benefits and resources potentially available to their minors when referring them to the Dual Consultation Team. This new collaboration has not had an impact on our recruitment or training process.
- 7) What surprises and lessons learned emerged?
  - The implementation of the Dual Consultation Team occurred on January 7, 2013, so we are not able to give any specific information on lessons learned or surprised at this point since it is so new.
- 8) What role shifts and new partnerships are required?
  - We are having to collaborate on a weekly basis with SSA in order to make the Dual Consultation Team work. This collaboration has been very helpful because each agency is learning a lot about the other agency which we hope will ultimately help the families we serve.



# ALAMEDA COUNTY PROBATION DEPARTMENT

January 25, 2013

LADONNA HARRIS  
Chief Probation Officer

Marymichael Miatovich, Attorney  
Center for Families, Children & the Courts  
Judicial and Court Operations Services Division  
Judicial Council of California – Administrative Office of the Courts  
455 Golden Gate Avenue  
San Francisco, CA 94102-3688  
415-865-4561, Fax 415865-7217

Dear Ms. Miatovich:

The following are the responses to the questions you asked.

- **What are your current practices to improve and increase reunification and reduce reentry?**

Current practices to improve and increase reunification include collateral contacts with contracted partners offering case management services to minors detained at the local Juvenile Hall or camp facility and released through our Transition Center. The Transition Center is designed to support reentry through school reenrollment and connecting clients to case management services offered under a Juvenile Reentry Initiative for minors living in specific communities of Alameda County. This collaborative process unites probation, the school district, mental health and wellness care to provide continuity of care at the time of release. Through the Delinquency Prevention Network, resource provider referrals are available offering local community based organizations within proximity to the home of the minors.

Funding through a local initiative, by the City of Oakland (Measure Y), leads efforts to fund a first-line probation unit supervisor position as coordinator of referrals to five local case management service providers.

- **Who are the stakeholders in the change process, inclusive of community partners?**  
Stakeholders include juvenile courts, mental and public health, school districts, and local providers, such as East Bay Asian Youth Center Youth Alive and initially the consulting firm of Hatchuel Tabernik & Associates.
- **What practice and policy shifts were required?**  
Summarized needs of juvenile justice youth based on comprehensive assessment findings.  
Identified critical support services and practices for serving a juvenile justice target population that are based on evidence or demonstrated effectiveness (e.g., cognitive behavioral therapy, Motivational Interviewing for substance abuse treatment)
- **What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings? (Juvenile court partners, cbo's mental health etc.)**  
Exploration of existing systems or creation of an electronic passport system that provides for seamless and critical communication between MDT members (institution agencies, receiving school districts and community partners) to promote continuity of

care and continued implementation of the individualized reentry plan. (e.g., Title IV-E data reporting)

Work towards strengthen and streamlining data and referral systems between Alameda County of Education, school districts, Probation Department, Behavioral Health, the Regional Center of the East Bay and Social Services Agency. Establish a system for identifying gender responsive assessments relative to specific health needs and case plans for youth emerging into independent lifestyles or transitional services.

- **From a direct practice perspective, describe what now happens upon a referral? This is a referral to CPS on a family. What happens immediately after the first call?**

CPS takes a report and determines if this is a family with any previous referrals to their agency. Documentation is made of the complaint and assignment to a Child Protective Worker. Deputies are notified as to the specific action (if any taken).

- **What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?**

All deputy probation officers received training in Motivational Interviewing, and administration of a validated assessment instrument, Youth Level of Service Case Management Inventory, (YLS/CMS). New legislation such as AB 12 and 212 required training for staff on forms, data entry and inclusion of service delivery for youth terminated from probation and aging out of foster care service, but are qualified for transitional and emerging adult services such as Independent Life Skills.

Recruitment is continuous. Qualifications include knowledge of behavior modification trends and gaps in service for minors with co-presenting disorders. Coaching, training and preparing staff for more multi-systemic, family functional therapy interventions increases the need to evaluate elements of workload by function and service level.

- **What surprises and lessons learned emerged?**

Changes in legislation or reforms are not fully carried through and properly evaluated before another stream of funding or collaborative activity is enacted. Multiple referrals to service providers often for similar services, creates a competition among providers vs. matching clients with best suited community organizations.

- **What role shifts and new partnerships are required?**

Role shifts in preventative measures are those designed to recognize and support the entire family as a functioning unit. Early identification of medical, emotional and physical needs within the living environment of each minor are key. Family wellness and community based links to education, recreation, safety and healthy lifestyle choices require the Individual Education Plans start as early as preschool with one year and three year reviews. Parenting roles and responsibilities can be taught during pregnancy to both genders and require training through the first two adolescent stages of development.

New and existing partnerships are those with proven experiences and quantifiable/data-driven successes in exiting minors from social services, mental health, academic and juvenile justice system involvements.

If I can be of any more assistance, please do not hesitate in contacting my office.

Sincerely,  
Pamela Harrison  
Acting Deputy Chief  
510-268-7200

## Santa Cruz County Reunification Practices

- ***What are your current practices to improve and increase reunification and reduce reentry? Who is leading or driving the initiative or programs? How did it start?***

First of all, Probation uses the term re-entry differently than Child Welfare so when reading this document note that re-entry and transition are used to define the process for youth coming out of placement and reintegrating back into the family/community. Most Probation youth reunify with their family upon their return from placement. Those that do not return to family will be assessed for AB 12 by the Placement PO when they work on their transition Plan. The placement PO will be aware of the protocol before they leave placement and follow through on establishing and/or maintaining their eligibility.

The Probation Department applied for and received a grant that partially funds a re-entry program. The program is focused on youth exiting placement and includes three non-profit community based agencies that provide services to the youth.

As the lead agency, Probation tracks progress towards meeting the goals outlined in a Transition Plan developed by the youth, family and case manager. The following describes the program components:

The reentry program is designed to provide evidenced based juvenile reentry services. Reentry services will:

- Prepare out-of-home placed juveniles for reentry into the specific families and or communities to which they will return
- Establish the necessary arrangements and linkages with the full range of public and private sector departments/organizations and individuals in the community that can address known risk and protective factors
- Ensure the delivery of prescribed services and supervision in the community

Services in the reentry program start at the transition phase. These services include:

### Transitional Phase

- Testing and probing of reentry prior to placement in community (e.g., assessing how well a youth does on home passes)

- Structured step-down process using residential placement or intensive day treatment

#### Community Follow-Up

- Engagement of family and/or pro-social network
- Provision of multi-modal treatment services, such as services that address family risk factors, substance abuse, school conflict/performance and peers
- Discrete case management services (e.g., assessments and classification, individual case planning, graduated responses)
- Use of graduated sanctions & positive incentives, such as community service, court reviews, gift certificates, gym memberships, etc
- Provision of supervision & surveillance beyond ordinary working hours
- Reduced caseload size & increased probation supervision intensity by the probation officer (more contacts, more drug testing if appropriate, curfew restrictions)
- Multi-stage decompression process—a decreasing emphasis on social control by juvenile justice (less supervisions, fewer court hearings/reviews) and increasing emphasis on informal mechanisms of social control by community)

Three community based-agencies will collaborate with the Department to provide unique services/interventions designed to maximize success for youth transitioning back into the community. These agencies are listed below:

- Conflict Resolution Center (CRC)

The Conflict Resolution Center offers a Family Group Conference for each client. This process includes: receiving a referral from Probation; conducting intake with the client and with his/her family, and facilitating a three-hour family group conference meeting. In the event that there is no family available, the youth's support network will be gathered for a similar process.

The Family Group Conference is strength-based and solution-focused. It is co-facilitated by the Family Conference Program Director from CRC as well as a CRC community volunteer. During the first half of the meeting, the family or support network discusses the strengths of each family member or person, the accomplishments of the client while s/he was away, the relationships of all family members/ with the client, how everyone was affected by the client's placement out of the home, and everyone's concerns, hopes and goals for the future as the family re-unites or becomes supportive to the youth adult.

The second half of the meeting is focused on reentry planning. This will involve

brainstorming and a group discussion between the family members and the others in attendance, including: a Probation Officer, a Case Manager from Pajaro Valley Prevention and Student Assistance (PVPSA) , and a Case Manager from Community Action Board (CAB)/Community Restoration Project (CRP). The group works together to develop a solid reentry plan focused on the successful reentry of the client.

Components of the plan includes such topics as employment, education, free time, substance use, health, friends, chores and rules of the household, support of others, transportation, attitude, anger management and problem solving skills.

- Community Action Board's Community Restoration Project (CRP)

The Community Restoration Project (CRP) addresses employment needs of the target youth through the evidence based employment programming model Supported Employment (SE). The SE Case Manager provides intensive, short- and long-term services, including personal engagement, vocational assessment, job search, job placement, and job retention support for up to 25 target youth per year. The goal of this project component is to increase work skills in target youth through education, training, paid employment and service learning opportunities.

- Pajaro Valley Prevention and Student Assistance (PVPSA): *Community VALOR – Youth Re-Entry to Community and Education*

The *Community Valor Program* is a collaborative project with multiple partners whose primary purpose is to assist youth in out-of- home placement transition back into the community, re- unify with their families, and build a positive support system. The goals of the program are to provide expedient support to recently released youth in the process of complying with probation requirements through school enrollment; social interventions such as connection to pro-social activities as alternatives to gang or criminal involvement; and family engagement in youth's overall well-being.

The program uses a comprehensive strength based approach by involving the youth and his/her family and network of supporters in the planning, decision making and program accountability. The Community Valor program provides wraparound services through collaboration with several agencies to increase the likelihood of successful community transition.

- ***Who are the stakeholders in the change process, inclusive of community partners?***

The Court, Probation, Child Welfare and the community partners are the immediate stakeholders in the change process with the district attorney and defense attorneys being informed of the availability of the program. Of course, the youth, their family and network of supporters will assist the group in determining if the process is

working for them and if changes or additions should be made.

- ***What practice and policy shifts were required?***

Probation was invited by Child Welfare to participate in the AB12 Implementation work group. By working interdepartmentally, both Probation and Child Welfare learned the common language of AB12, defined the unique populations it served and established a relationship with the common cause of serving foster youth with extended services. Probation attended several training on AB 12 including "Beyond the Bench" where the Child Welfare lens was the focus. Probation sought out training venues where the Probation lens was discussed regarding AB12 eligible youth in the delinquency system. Probation worked with Child Welfare in establishing policies, procedures and protocols that would expedite the process between the Dependency and Delinquency Court meeting all legal qualifications. Both departments and the Courts collaborated closely on an intricate case at the onset of AB 12 to best meet the needs a youth while being new to working within the AB12 system as it was being developed and changed. By working through this case together, we experienced both success and relief at having worked through to a positive end. In a way, this "bath by fire" cemented our working relationship.

- ***What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings? (Juvenile court partners, cbo's, mental health etc)***

As stated above, working in collaboration (Probation and Child Welfare) with the purpose of providing extended services to eligible youth under AB12 has redirected our attitudes and beliefs towards getting the job done. The common goal is to meet the mandates of AB12 by implementing a process that all eligible clients can access and understand. We have learned to rely on and trust each other's expertise and not be shy about not knowing the answer to complicated cases. Departments that work this way may avoid looking at clients as "ours or theirs" and instead focus on eligibility and best practice service delivery. At this point in time, Mental Health has not been an active partner with regard to AB12 in Santa Cruz County. The Courts have offered additional access to training and have had their own challenges in deciphering the legalities and processes. Again, we are all growing in our knowledge and are sharing lessons learned with each other.

- ***From a direct practice perspective, describe what now happens upon a referral? {This is a referral to CPS on a family. What happens***

*immediately after the first call?)*

N/A for Probation

- ***What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?***

Mainly working in collaboration with other departments and respecting each other's processes. We are more aware of the benefits of sharing training opportunities that are offered within the department as well as outside trainings to augment the shared experience. We participated in a basic Probation 101 training for new social workers and just this week were offered the chance to attend a Delinquency Court 101 and Law update trainings presented by Child Welfare's County counsel. If we continue to share trainings and meet face to face, it will help establish and maintain good working relationships.

- ***What surprises and lessons learned emerged?***

Not every youth's scenario is covered by the AB12 flow chart so it is essential to have a venue to share or consult with each other on what the best way to proceed.

- ***What role shifts and new partnerships are required?***

Working closely with both Dependency and Delinquency Courts is a new partnership for Probation. Child Welfare and Probation have worked together before developing new protocols for dual status which is yet to be completed.



**City and County of San Francisco  
Juvenile Probation Department**

**William P. Siffermann**  
Chief Probation Officer

375 Woodside Avenue  
San Francisco, CA 94127  
415/753-7556

January 23, 2013

Marymichael Miatovich, Attorney  
Center for Families, Children and the Courts  
Judicial and Court Operations Services Division  
Judicial Council of California – Administrative Office of the Courts  
455 Golden Gate Avenue  
San Francisco, California 94102

RE: Probation Input on Permanency Issue for Probation Youth

Dear Ms. Miatovich:

Pursuant to CASA Program Coordinator John Stettler's formal request for Probation input on the permanency issue involving probation youth, the following responses to the questions, prepared by our Director of Probation Services, Sara Schumann, are offered for your consideration.

- **What are your current practices to improve and increase reunification and reduce reentry? Who is leading or driving the initiative or programs? How did it start?**

In 2009, the San Francisco Juvenile Probation Department (SFJPD) established the SF Juvenile Collaborative Reentry Team (JCRT) as a Second Chance Act National Demonstration Project Site. JCRT provides a coordinated and comprehensive reentry case planning and aftercare services for high need youths in out of home placement with the goals of reducing recidivism and placement failure and increasing public safety.

Due to the success of the program, in 2013 SFJPD in collaboration with our partners have expanded the program to include **all** youth returning from long term commitments which will now include youth at our Log Cabin Ranch Camp program as well as youth represented by the Private Bar Panel who are currently in placement.

- **Who are the stakeholders in the change process, inclusive of community partners?**

This program is a collaboration with SFJPD, the Public Defender, the Center for Juvenile and Criminal Justice (CJCJ) and the Superior Court who provides judicial oversight of this population through their Collaborative Courts Program. In addition, our JCRT/JCRU team works closely with other community partners to assure a seamless transition into community based services.

- **What practice and policy shifts were required?**

The collaborative approach which includes a team comprised of a Probation Officer, a Public Defender, a Social Worker and Case Manager all working together.

The program incorporated evidence-based practices such as Team Decision Making, a risk-need assessment (YASI) and in some cases, the Child and Adolescent Needs and Strengths (CANS) assessment to assist in the development of a comprehensive individualized case planning which begins shortly after commitment. This same team follows the youth upon their re-entry into the community and assures a seamless transition.

- **What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings?**

Historically there has always been an adversarial relationship between the defense attorneys and Probation Officers. This collaboration has created a better working relationship.

Other changes are seen in the sharing of all information related to the youth both by probation and the defense. Today the team, openly share information regarding the youth whether positive or negative. They take the information and use it to drive case planning and next steps, which has led to greater success and better outcomes for the youth being served. Making the youth an integral part of their case planning is but another shift. Our belief is this practice increases their investment in reentry services. In addition, we are taking a more balanced approach in aftercare planning and focusing more on social services.

- **From a direct practice perspective, describe what now happens upon a referral? (This is a referral to CPS on a family. What happens immediately after the first call?)**

Probation is now involved in the investigation process. Direct steps are taken to assess the situation and respond with the appropriate type of intervention and or referrals. When removal is necessary all efforts are made to locate extended family members while working towards reunification if possible.

- **What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?**

The integration of evidence-based practice in the development of the reentry plan as well as the adjustment to working collaboratively as a team was new for all involved. Certainly the benefits to this approach have changed everyone's perspective and only reaffirmed the need to not only continue this practice but expand it to serve others so they too may benefit.

San Francisco's reentry and aftercare program provides for a wraparound approach which is also considered a coordinated violence prevention strategy. Our program includes multiple city Departments and community stakeholders. Through this program, service delivery has increased in its efficiency as a result of our streamlined interdepartmental and partner communication.

In its expansion, SFJPD's recruitment has recently included the hiring of two Social Workers as part of this team. Training has included the team's participation in a conference offered by the National Council for Reentry as well as training offered the Administrative Offices of the Courts. Additionally, all staff regularly participate in training that is relevant to their specific positions within their departments and their respective state guidelines.

- **What surprises and lessons learned emerged?**

Lessons learned would include the need to clearly define everyone's role despite the collaborative process.

- **What role shifts and new partnerships are required?**

SFJPD has taken on the expansion of our reentry program. New partnerships will include the collaboration of Private Bar attorneys, the youth and families they represent as well as Counselors, Probation Officers, Administrators and mental health providers currently staffed to serve our Camp population.

One of the biggest challenges with the expansion will be to ensure the same level of support to youth represented by private attorneys and or committed to Log Cabin Ranch. The hiring of the additional social worker to work private attorneys to ensure a coordinated, collaborative plan is developed and will then lead the implementation process.

We hope this information is useful to the Permanency Committee in their deliberations. Please call me if you need any additional information.

Sincerely,



William P. Siffermann  
Chief Probation Officer  
San Francisco Juvenile Probation Department

# SONOMA COUNTY

## PROBATION DEPARTMENT

Robert M. Ochs  
Chief Probation Officer



January 25, 2013

To: Mr. John Stettler, CASA Program Coordinator  
From: Brad Michnevich, Juvenile Probation Division Director  
RE: Probation input on permanency issues for probation youth

This letter is in response to the information requested by the Child Welfare Council of California regarding permanency issues for probation youth. The Sonoma County Probation Department has approximately sixty-five wards of the Juvenile Court in out-of-home placement, all of which are in group home care. We place youth in both in-state and out-of-state facilities based on the individual needs and community safety. As family reunification is always our primary goal for the child, our placement officers work diligently and collaboratively with our providers along with the youth's parents or legal guardian from inception to ensure that all measures are taken to accomplish this goal.

Over the past two years, the number of probation youth in foster care have began to decrease. The department has several processes in place when considering a youth for home removal. Pre-placement and evidence-based community treatment is always considered and/or attempted before a recommendation is made for placement. All cases are screened by a departmental screening committee to consider all options and we utilize an evidence-based risk/needs assessment tool to help identify criminogenic need, strengths and risk to re-offend. We currently have two designated Wrap caseloads which have contributed to the reduction of youth placed out of home. The wraparound model allows for intensive in home services where the family and youth are engaged and required to work together within the community to address identified issues. This program has been quite successful in Sonoma County and the Delinquency Court has

been very supportive of this placement alternative. We also have utilized Wrap as a transition option for youth exiting placement as it is an adjustment for the entire family when the minor returns home.

As many of our youth in placement ultimately end up being placed out of county, on-going family engagement is key to the minor's success. The probation officer has regular contact with the parent/legal guardian and receives updates regarding parent participation level and objectives being met. Our department offers the use of Skype to families whose child is placed out of the county, so a more realistic contact can be made with the youth. Family counseling is also facilitated using this method. Our department also works collaboratively with the provider to arrange and provide transportation to those families who could otherwise not afford or have the means to travel.

The majority of Sonoma county probation foster youth return home upon the completion of their identified treatment goals. We have a very small percentage of youth who relocate or transition to independence with a lifelong connection. As of January 1, 2013, Sonoma County Probation had no youth participate in AB12 services, as they were either ineligible or elected to not participate. We anticipate that our youth eligible to participate in this program will continue to be low considering the majority of our youth return home. With AB12 and constant All County Letters provided by the Department of Social Services, practice and policy are continually being changed, evaluated and/or adjusted. The Probation Department reviewed and revamped our dismissal process with regard to placement youth and we are still working closely with the Administrative Office of the Courts to ensure compliance. We rely heavily on the UC Davis Extension for free and very valuable training.

Hopefully, this letter has sufficiently addressed your inquiry into our county's best practices regarding reunification of our foster youth from probation services.

## **Stanislaus County Probation Department:**

**What are your current practices to improve and increase reunification and reduce reentry?  
Who is leading or driving the initiative or programs? How did it start?**

WRAP is a new services program for Stanislaus County that was implemented effective 1/1/20011. This program allows foster children who are currently in a Group Home or have been determined to have needs at a Group Home level of services, to receive wrap around supportive services to remain in a less restrictive foster care setting. This allows the agency to provide services to this high level needs children even when placed with a biological parent. These children still have access to foster care funding while they are residing with their biological parents; however, the parents are eligible for Cal WORKS, Medi-Cal and CalFresh benefits. The WRAP benefits are exempt from all of these programs. The goal of this program is to provide intensive services so that the child can reunify with their family. WRAP around services are provided through Aspiranet, and work collectively and collaboratively with Stanislaus County Community Services Agency, Stanislaus County Probation Department, and Stanislaus County Juvenile Justice Behavioral Health. WRAP is also utilized as a “step-down” program for minors looking to successfully complete a group home placement in order to assist them and their family with successful transition back into the home and community.

**Use of Video Conferencing** began in the Stanislaus County Probation Department in 2011 as a tool identified for parents and minors to be able to communicate with each other when the minor is placed in an approved out of state group home. SKYPE is available to all placement minors and their families as well as the Juvenile Justice Behavioral Health team in order to facilitate an increase in reunification as well as foster placement stability.

**Mentoring Program began in the Stanislaus County Probation Department in March 2012.** The Stanislaus County Probation Department partnered with The Parent Resource Center, a California corporation, in the implementation of a mentoring program. The Parent Resource Center provides a Girls’ Mentoring program for female minors detained under the custody of the County. The overall purpose of this gender-responsive mentoring program is to empower juvenile justice involved girls in County’s juvenile hall and under County supervision to make positive life choices that enable them to maximize their personal potential. Currently three female minors that are under placement orders are receiving mentoring services.

**Who are the stakeholders in the change process, inclusive of community partners?**

Local foster families, Juvenile Justice Behavioral Health, Probation, Community Services Agency, Stanislaus County Office of Education, Aspiranet.

**What practice and policy shifts were required?**

A shift in policy was not conducted regarding WRAP at the probation department; however, practice was needed in developing a referral process. Currently the Probation Officer submits a

referral on the minor and presents the minor's case including the most recent dispositional report and any other information to WRAP facilitators. An Inter-Agency Placement Committee then confers as to the appropriateness of the minor's participation in WRAP and the minor enters the program. Subsequent initiation paperwork is submitted by the Probation Department to the Community Services Agency for proper distribution of funding. Aspiranet coordinates with the Probation Officer regarding the minor and family's progress on the WRAP program as well as monthly case management meetings between Aspiranet, Juvenile Justice Behavioral Health and the Probation Department are conducted.

Video Conferencing has allowed the Probation Department to present a minor via video conference for their six month status review before the Court. The Video Conference allows the Court to physically see the minor to ensure the minor is being properly cared for.

**What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings?**

All agencies within Stanislaus County have worked together to ensure that best practices in the reunification of probation youth takes place. Our partnerships remain strong and all of our focus is on what is in the best interest of our youth.

**From a direct practice perspective, describe what now happens upon a referral? (This is a referral to CPS on a family. What happens immediately after the first call?)**

Upon receiving information requiring CPS notification, the Probation Department as a mandated reporter, documents the information on the suspected Child Abuse Report. The report is subsequently provided to the local law enforcement agency in which the abuse occurred as well as the local Child Welfare CPS office and the District Attorney's Office. The information is documented within our Integrated Criminal Justice Information System database as documentation.

**What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?**

Continued training and direct observation/supervision of staff ensures that all practices and procedures are followed. Constant communication and open dialogue between all partners is a priority.

**What surprises and lessons learned emerged?**

Again, the importance of well trained staff is critical and constant communication with all partners, to include the Superior Court Judges.

**What role shifts and new partnerships are required?**

We are always exploring new partnerships within our community and invite relevant stakeholders to committee meetings and brainstorming discussions.

**From:** [DeLira, Steve](#)  
**To:** [Miatovich, Marymichael](#)  
**Cc:** [DeLira, Steve](#); [Taylor, Beverly](#)  
**Subject:** Probation Input Needed On Permanency Issues For Probation Youth  
**Date:** Wednesday, January 30, 2013 3:10:49 PM

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In this email, please find Santa Barbara County Probation's response to a request dated December 20, 2012, "Probation input needed on permanency issues for probation youth. A letter will be sent to the address listed in the request". If you need clarification on any of Probation's responses, please contact me via email or at the number listed below.

**Question:** What are your current practices to improve and increase reunification and reduce reentry? Who is leading or driving the initiative or program?

**Response:** Our reunification efforts tend to be defined by and are detailed in Division 31. There is a difference between Foster Care youth and youth placed by Probation. In terms of Foster Care youth, the implication is that the parents did something that resulted in the youth being removed from the home. In Probation cases, the implication is that the youth did something that resulted in the youth being removed from the home. Probation is mandated to meet a 30 day case plan for youth that are at eminent risk for being removed from their home. Probation can utilize interventions like wraparound services for pre and post placement youth and in situations where a youth may require a removal from their home. However, as a general rule Probation looks for placement with a family member or friend as a preferred alternative to group care. The Probation system focuses on reunification and the data collected by UC Berkley demonstrates that Probation has a low reentry rate. The introduction of AB12 (§450 WIC) has slightly impacted Probation's reentry numbers. As to who is leading the charge, outside of self-assessment, Probation uses a Peer Quality Case Review (PQCR) like process for frontend control and monitoring. The reasons and treatment needed for Probation youth in a placement may contribute Probation not being as successful in reuniting youth within one year.

**Questions:** Who are the stakeholders in the change process, inclusive of community partners?

**Response:** Probation stakeholders include Juvenile Court, Alcohol Drug and Mental Health (ADMH), Department of Social Services (DSS), Families, and the youth. Community partners include various Community Based Organizations (CBOs).

**Question:** What practice and policy shifts were required?

**Response:** In the last five years, Probation has focused on relative placement. Probation has increased the use wraparound services for placement prevention and conscious decisions in terms of the right program for the right youth. Probation Officers are educated as to Division 31 requirements. Placement Officers attend placement officer core training and Supervisors

and Managers attend an administrative placement officer core training.

**Question:** What attitudes, beliefs and work habits needed to change for the shifts in practice to occur? In which settings? (Juvenile court partners, CBO's, Mental Health, etc.)

**Response:** The intent of Foster Care and the need for family reunification needs to change. If the youth is not going to be returned to the home, what is the permanent placement plan? The focus on the placement of these youth needs to extend past today and consideration needs to be put into case plans when long term placement is needed.

**Question:** From a direct practice perspective, describe what now happens upon a referral? (This is a referral to CPS on a family. What happens immediately after the first call?)

**Response:** Not applicable to Probation.

**Question:** What new skills and perspectives have emerged as necessary to achieve the practice changes? Has that changed your recruitment, selection, training, coaching and retention processes?

**Response:** The new skills occur with the training that is attended by Probation Officers and their administrators. There needs to be a clear understanding that there is a difference between Foster Care youth and youth placed by Probation. There has been no change in our recruitment, selection or retention process.

**Question:** What surprises and lessons learned emerged?

**Response:** No lessons, no surprises

**Question:** What role shifts and new partnerships are required?

**Response:** The cases that are presented to Santa Barbara County Probation demonstrate the needs of the youth are complex. Santa Barbara County lacks the availability of services for specialized care that the youth and family need and sufficient funding for Intensive Treatment Foster Care (ITFC) which is designed to maintain children and youth in family settings in the community.

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