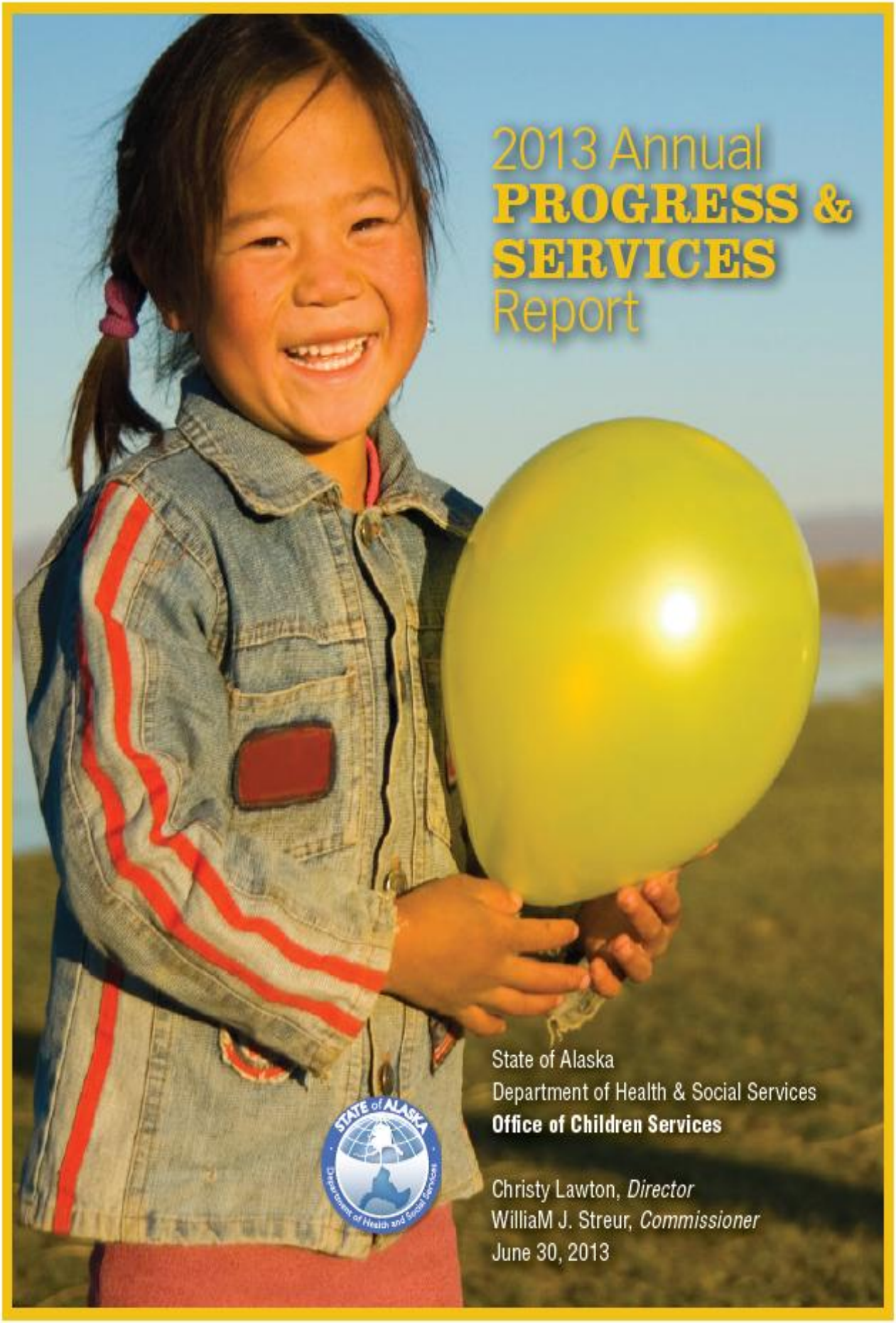

2013 Annual **PROGRESS & SERVICES** Report

State of Alaska
Department of Health & Social Services
Office of Children Services

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June 30, 2013

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Section 1: Introduction

This is the third annual update to Alaska's 2010-2014 Child and Family Services Plan. The report is designed to keep a running report of progress made during the life of the plan. Reference to the each reporting year is provided with updates that occurred during that period.

Overview

The Governor of Alaska has designated the Alaska Department of Health and Social Services, Office of Children's Services as the single state agency responsible for administering Child Welfare Services (IV-B, subpart 1), Promoting Safe and Stable Families (IV-B, subpart 2), CAPTA, Chafee Foster Care Independence and Education and Training Vouchers.

The Office of Children's Services has administrative responsibility for development and implementation of the Child and Family Services Plan, including all policies and procedures relating to child protection services in Alaska. In addition, the Office of Children's Services administers the Early Intervention Programs and Early Childhood Comprehensive Systems Planning.

Every five years, Alaska is required to develop a Child and Family Services Plan (CFSP). The CFSP is a five-year strategic plan that sets forth the vision and the goals to be accomplished to strengthen the overall child welfare system. Alaska's plan for 2010-2014 was submitted and approved in 2009. Alaska's 2009 Program Improvement Plan (PIP) was incorporated into this CFSP. The Office of Children's Services was pleased to mark the close-out of its PIP on November 30, 2011 with steady improvement in nearly every targeted outcome area.

Goals and strategies contained in the CFSP are designed to strengthen families, keep Alaska's children safe, address disproportionality of Alaska Native children in the system, maintain a stable workforce, enhance service array and family resource family service, and ensure continued collaboration with stakeholders. Employing the most effective strategies available, the Office of Children's Services strives to fulfill its mission to protect and serve Alaska's children.

The Annual Progress and Services Report (APSR) provides an annual update on the progress made toward accomplishing the goals and objectives in the CFSP. Completion of the APSR satisfies the Federal regulations at 45 CFR 1357.16 by providing updates on a State's annual progress for the previous fiscal year and planned activities for the upcoming fiscal year.[1]

The Office of Children's Services serves families whose children have been determined to be unsafe or at high risk of maltreatment by their parent or caregiver. Every family served will be treated with dignity and with consideration to their cultural values. Services to families will always be provided in the least restrictive, least intrusive manner possible. Decisions regarding needed interventions with families are based on thorough information collection that guides the initial and ongoing assessment of safety and risk. According to the January 31, 2012 Data Profile[2] which is based on AFCARS data, there were 2,814 (FFY09), 2,720 (FFY10), and 2,668 (FFY12) children in out of home placement. OCS continues to estimate a slight reduction in the number of children placed out of home during the upcoming year.

[1] Excerpt from U.S Department of Health and Human Services, Administration on Children, Youth and Families, ACYF-CB-PI-10-09.
[2] Based on AFCARS resubmission in 2011 the 2009 and 2010 numbers previously reported have been updated.

Agency Structure

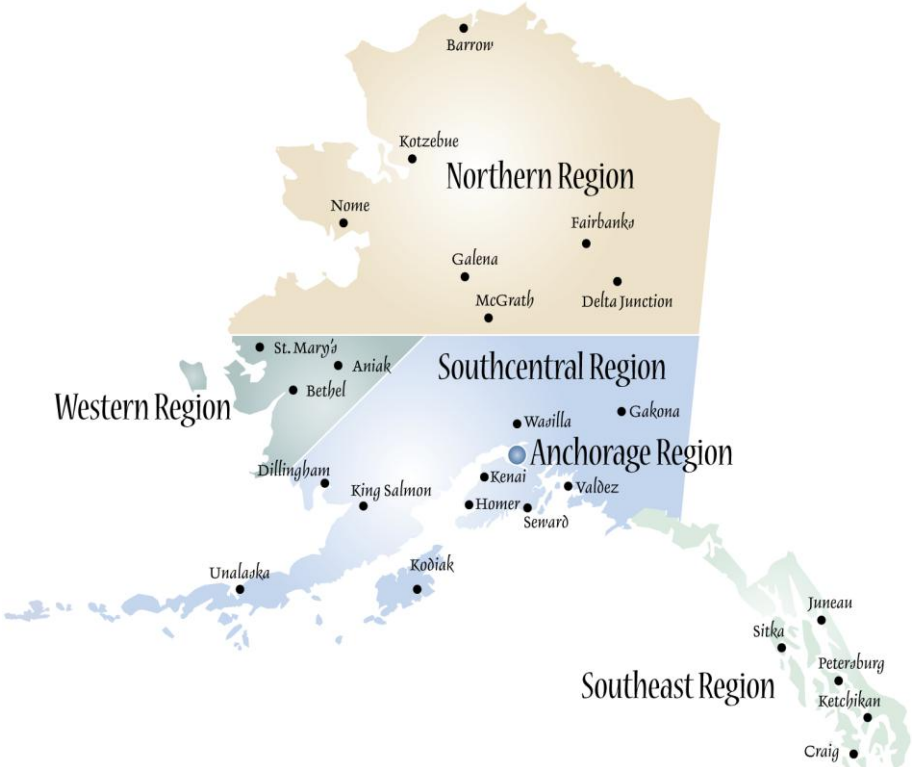
2010 APSR: The Director has overall responsibility for the administration of the agency. The Deputy Director has been assigned to oversee statewide program management. The Child Welfare Administrator oversees field practice and the Social Services Program Administrator oversees federal programs, policy, and tribal related work. OCS is state administered and has 26 field offices statewide, organized into four geographic regions. A Children's Services Manager administers each Region.

The Northern Regional Office (NRO) is located in Fairbanks. The NRO Children's Services Manager is responsible for management of the Fairbanks, Nome, Kotzebue, Barrow, Galena, McGrath, and Delta Junction field offices as well as surrounding areas.

The South Central Regional Office (SCRO) is located in Wasilla. The SCRO Children's Services Manager is responsible for management of the Wasilla, Kenai, Bethel, St. Mary's, Aniak, Valdez, Kodiak, Dillingham, Homer, King Salmon, Glennallen, Seward, and Unalaska field offices as well as surrounding areas.

The Anchorage Regional Office is responsible for the municipality of Anchorage.

The Southeastern Regional Office is located in Juneau. The SERO Children's Services Manager is responsible for management of the Juneau, Craig, Sitka, Petersburg and Ketchikan field offices as well as surrounding areas.



2011 APSR : In 2010, OCS established a fifth region, Western. The Western Regional Office is located in Bethel. The WRO Children's Services Manager is responsible for management of Bethel, St. Mary's and Aniak field offices as well as surrounding areas. These areas had been included the South Central Region prior to establishment of the new region.

2012 APSR: In 2011, the OCS Senior Leadership team was expanded with the creation of a new Field Administrator position and a restructuring of the duties of the Child Welfare Administrator position. The new Field Administrator provides direct supervision to the 5 Regional Children's Services Managers and is chiefly responsible for all field operations. The Child Welfare Administrator is responsible, for evaluating the quality and fidelity of CPS field practice, and modifying and implementing new practice initiatives when necessary. The Child Welfare Administrator is also the agency liaison with the Child Welfare Academy, working closely with the academy to align training and staff development needs with practice changes and enhancements.

2013 APSR: On July 1, 2012, as a result of the job class study finalized in early 2012, OCS implemented new titles for field staff. Field workers/supervisors and managers went from a dual class system where they were referred to as either a Children's Services Specialist or Social Worker (based on the educational background of having an actual social work degree) to a single system where all staff are now carry titles of Protective Services Specialists I, II, III or IV or Protective Services Manager I or II.

Guiding Principles

OCS' practice is grounded by the following principles:

- A child's safety is paramount.
- A determination that safety threats are present within a family does not equate with removal of a child from their home. The assessment of safety threats directs staff to make informed decisions about safety planning that will control and manage the threats identified. These actions may be in-home, out-of-home or a combination of the two.
- Relevant services will be sought with respect for and understanding of the families' culture and specific needs.
- Collaboration with Alaska Native Tribes is fundamental to best practice.
- Families are treated respectfully, thoughtfully and as genuine partners.
- A person's right to self determination is valued and supported.
- A safety intervention system is congruent with strengths based and family centered practice.
- Assessing for the safety of children is what we do; family centered practice is how we do it.
- Interventions are identified using the family's perspective about what needs and strengths exist that are selected in collaboration through family engagement.
- By engaging in a collaborative problem solving process with the family, case plans will be specific to the uniqueness of each family served.
- Enhancing parent/caregiver protective capacities are essential for the ability of families to protect their children.
- OCS needs partnerships within the community and stakeholders to achieve strong outcomes for children and families.

Mission Statement

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 realize their potential.

Vision Statement

Safe Children, Strong Families

2011 - 2013 APSR: OCS' Guiding Principles, Mission Statement and Vision have not changed.

Collaboration and Coordination

The following internal and external stakeholder groups have been and continue to play an essential role in implementation of Alaska's Program Improvement Plan and Child and Family Services Plan goals and objectives. The Office of Children's Services is highly invested in collaboration and coordination with stakeholders.

Court Improvement Project

2010 APSR: The Court Improvement Project (CIP) and the Office of Children's Services are planning and working together on many of the key activities in the five-year plan. The OCS director is an active member of the CIP who attends each of the quarterly meetings to discuss CINA practice issues and oversee the various initiatives and projects of the CIP.

CIP members and staff worked closely on the CFSR assessment and PIP development, and currently are working with OCS on PIP implementation. The CIP director attends PIP meetings and teleconferences with key OCS staff and representatives from Region X.

The CIP is taking the lead on implementation of the OCS family contact protocols, including ongoing training for all practitioners, service providers and resource families, ongoing training and development of the regional interdisciplinary training teams, and monitoring in conjunction with the OCS Quality Assurance group, successful implementation of the policy.

The OCS director is an active member of the CINA Education subcommittee, which plans statewide and regional interdisciplinary training. The CINA Education subcommittee is planning a statewide, interdisciplinary conference on October 6, 2010 that will include a track on the safety assessment component of OCS' newly developed practice model.

The CIP Substance Abuse subcommittee has been working for some time on a strategy to obtain more timely and appropriate substance abuse treatment for parents. The CIP has been collaborating with OCS on this project, which is reflected in PIP strategies regarding increasing behavioral health services to OCS clients.

The CIP plans to work with OCS on standardizing filing for TPR and setting permanency goals. In addition, CIP will assist in evaluating court hearing changes and delay during the next year.

2011 APSR: During 2010-2011, the CIP was provided the opportunity to review and provide feedback on the APSR which includes the PIP. The CIP Director has been working in concert with OCS in completing PIP strategies. During SFY2011, the CIP worked on a number of projects including interdisciplinary education and enhancing family contact.

The CIP has hosted a series of workshops with all OCS family contact grantees and local staff in which the participants used process mapping to design or improve the design of the referral process. The CIP next will turn its attention to resource families and their need for training and guidance. For this, CIP will work closely with OCS foster family licensing staff and resource family training grantee.

During the Annual Legal and Judicial Conference, OCS presented Alaska's Practice Model to attendees from judicial, legal, child welfare and tribal agencies throughout Alaska.

The CINA Education subcommittee held a statewide, interdisciplinary conference on October 6, 2010 that included a well-attended track on the safety assessment component of OCS' practice model. The CIP Substance Abuse subcommittee continues to advocate for more timely and appropriate substance abuse treatment for parents.

2012 APSR: The Alaska CIP continued its work in the area of capacity building by offering continuing legal education to attorneys, judges, OCS workers, and GALs, including a statewide, interdisciplinary conference to be held in October of 2012 in Anchorage. The CIP is developing a comprehensive, multi-disciplinary, Alaska-specific core curriculum to be offered to all legal parties in child protection cases. The curriculum may be ready for piloting as early as 2013.

On the program front, the CIP is offering technical assistance to the Anchorage Family CARE Court, a therapeutic court for OCS-involved parents. Similarly, it continues to be involved with mediation and family group decision making projects in several court locations. It also continues to be involved in the Tribal/State Collaboration group and with various aspects of the Western and Pacific Implementation Center (WPIC) work.

In the area of performance measurement, the CIP has identified ways to measure its performance around timeliness of case processing. CIP hopes over the next six months to increase the integrity of that data, with a goal of accurate reporting of the trial courts' performance on timeliness in 2013. On the specific issue of TPRs, CIP is compiling and giving to the Department of Law (DOL) a quarterly list of cases older than 16 months which our records show to be lacking a compelling reason or TPR petition. It is hoped that by comparing the court's data to the DOL's data, we can improve the integrity and quality of the information and identify and address issues as they arise.

2013 APSR: At the request of the Superior Court, Alaska's Court Improvement Project established a Subcommittee specific to Independent Living services to youth in care or those that have exited care. Specifically, the committee has been tasked with looking into available housing options for youth as the youth transition from custody, as well as to look at other areas for transition-age youth. The subcommittee membership includes: The Alaska Facing Foster Care in Alaska leadership, attorneys, Guardians ad Litem, court administration, OCS senior leadership and Independent Living Program staff.

Tribal State Collaboration Group

2010 APSR: The Tribal State Collaboration Group (TSCG) meets three times a year. A detailed list of activities to enhance tribal and state relations, reduce disproportionality and increase ICWA compliance is included Section 2, Strategy D of this report. During the next few years, OCS, Tribal State Collaboration group (TSCG), and WPIC efforts will continue to work on ways to reduce the disproportionate representation of Alaskan Native children in out-of-home care. TSCG members have been invited to and have participated in all of OCS' federal reviews and related plan development.

2011 – 2013 APSR: TSCG continues to meet three times a year. During the February 2013 TSCG meeting, OCS leaders facilitated a dialogue regarding the CFSP and the current status of every action step outlined in Strategy D or this plan. Tribal input was gathered regarding whether certain goals should remain and what activities need to occur to continue to meet the intended outcomes of this plan. Efforts continue with the WPIC to reduce disproportionality in Alaska with emphasis on Tribal In-Home Services models. Detailed updates of progress towards Alaska's work are provided in Section 2, Strategy D of this report.

In addition, during 2013, Tanana Chiefs Conference was selected to pilot the Tribal Title IV-E Maintenance Pass Through Program. A team of representatives from Tanana Chiefs Conference (TCC), Central Council Tlingit and Haida Indian Tribes of Alaska, Bristol Bay Native Association, Association of Village Council Presidents, the Department of Law and OCS was established to draft the agreement. The agreement is currently being reviewed by Tribal and State attorneys. In addition, the same team (sans DOL) is working on enhancing TCC's infrastructure to ensure compliance with all Title IV-E requirements including case planning and procedures. The projected agreement execution date is October 2013, with the first case entering or transferring to the program in November.

Department of Law

2010 APSR: The (DOL) and OCS works together on a regular basis. The Chief Assistant Attorney General was involved in the Child and Family Services Self Assessment and Review as well as served as a member of the Program Improvement Plan development team. DOL has contributed to the development of the Child and Family Services Plan as well as the Annual Progress and Services Report.

Over the past year, DOL and OCS have been working on streamlining the placement change and denial notification and notification of removal processes to adult grandparents and relatives. In addition, DOL has been working with the Statewide ICWA Coordinator to ensure that notification of administrative reviews occurred.

OCS and DOL will continue to work on strategies such as standardizing court hearing notification, termination of parental rights and compelling reasons processes.

In addition, DOL serves on the Court Improvement Project which assists to ensure coordination between court and other related functions. Through CIP and collaboration with OCS and other community stakeholders, the DOL has worked to address systemic issues in the Bethel area that have historically negatively impacted outcomes for children.

DOL staff continue to provide on-going training and staff development opportunities to OCS workers and supervisors on best practice in court preparation and participation.

2011 APSR: Over the past year, DOL provided training related to how to file and document compelling reasons. DOL worked with OCS and established teams to evaluate and make any changes regarding the TPR process. In addition DOL is involved in on-going, multi-disciplinary family contact training efforts; members include parent's counsel, Guardians Ad Litem, and OCS personnel. During the upcoming year, DOL and OCS are modifying policies related to how OCS works with Tribal partners.

2012 APSR: Over the past year DOL worked with OCS to modify numerous CPS policies related to how OCS works with Tribal partners. These modifications are anticipated to be finalized within the next six months. The DOL and OCS worked together on synchronizing our databases in order to enhance the tracking of mutual cases. The DOL is working with OCS on drafting language for a new pilot tribal case management grant. In addition, DOL partnered with OCS to secure the administration's approval for a Tribal IV-E Maintenance Pass-Through pilot project. During the next year, the DOL plans to provide bi-annual trainings in every legal jurisdiction area for OCS staff related to general CINA proceedings and trial preparations with an emphasis on the work that was done over the last year to reiterate the legal process for termination of parental rights on CINA cases.

2013 APSR: The DOL and OCS continue to work closely together on several ongoing projects including the Tribal Title IV-E Maintenance Pass-Through pilot project, revisions of CPS policies and enhancements to processes for notification and fair hearing processes. The two departments are also working closely together on the development of some new processes related to the client Grievance/Complaint procedures and new protocols related to court oversight for emergency placement of foster care youth in secure residential treatment facilities.

Alaska Citizen Review Panel

2010 APSR: Alaska's Citizen Review Panel (CRP) evaluates OCS compliance with federal and state laws, examines policies and procedures for consistent statewide implementation and conducts case reviews with fatalities or near fatalities. Additionally, the CRP conducts public outreach and gathers public comment on current OCS procedures and practices involving children and family services. Each year the CRP prepares a public annual report containing a summary of its activities and recommendations for the improvement of child protection services in the state. The CRP meets at least every three months with additional meetings and/or teleconferences are scheduled as needed. The OCS director attends meetings as requested by the CRP.

Recommendations for FY2009 included: Increasing computer speed/connectivity; creating a fifth service region headquartered in Bethel; supporting and developing the relationship between OCS & Indian Child Welfare Act workers; and further exploration of any and all means to relieve social workers of some of their paperwork burden.

Over the past year, funding was available to purchase new computers, double the broadband width from 2 T1 routers to 4 T1 routers and implement an ORCA acceleration application called Xenapp for the Bethel office. During the next year, OCS will evaluate the feasibility of extending Xenapp to other rural communities. In addition, work toward establishing a fifth region has begun including advertising for Children's Service Manager and Administrative Operations Manager and ORCA modifications will be in place in September 2010; continued collaboration between ICWA workers and OCS is occurring; and efforts including purchasing net books style laptop computers and transcription services are in place. Further information regarding the CRP's recommendations and OCS' response are included in Appendix A of this report.

2011 APSR: The CRP's recommendations for 2010 included looking at the discrepancy between rural, bush and urban child protection; ensuring front line workers have the adequate support staff to focus on social work and not paper work; and that training for new workers be modified to better reflect on the ground reality. Details related to each recommendation are included in the CRP Report and OCS' response which are included in Appendix A of this report.

2012 APSR: In 2011, the CRP recommended that OCS make efforts towards improving the agency culture, re-evaluate the effectiveness of regional intake and improve compliance with court obligations. Details related to each recommendation are included in the CRP Report and OCS' response which are included in Appendix A of this report.

2013 APSR: The CRP recommendations for OCS for 2012 included 1) to take action to reduce staff turnover; 2) to establish deadlines that require nonemergency petitions to be filed on voluntarily opened in-home cases to allow for legal supervision and oversight of such cases; 3) to provide Western Region with a full complement of supportive (e.g., adoption specialist, intake supervisor, etc.) positions identical to those offered in all other regions; and 4) to enhance data compilation efforts to facilitate better understanding of child welfare issues in the state and promote evidence-based practice. Details related to each recommendation are included in the CRP Report and OCS' response which are included in Appendix A of this report.

Facing Foster Care in Alaska

2010 APSR: The Independent Living Program participated in work groups and recruited key partners to build and upgrade cross-system collaborations to improve educational, housing, and employment outcomes for transitioning youth. Alaska partnered with a wide range of state and local agencies including school districts, the state court system, the Alaska Office of Public Advocacy, and Facing Foster Care in Alaska to improve outcomes for youth as they transition out of foster care.

Alaska coordinated with the Department of Labor, Wagner-Peyser and Workforce Investment Act Youth program to ensure foster care youth received specific services related to employment and career enhancement. In collaboration with Facing Foster Care in Alaska, quarterly retreats were held to bring together both in care and out of care youth. This venue provided the opportunity for peer mentoring in life skills, practical application opportunities and available resources.

2011 APSR: Over the past year Alaska continued to partner with state and local agencies including school districts, the state court system, the Alaska Office of Public Advocacy, and Facing Foster Care in Alaska to improve outcomes for youth as they transition out of foster care. To further communication and collaboration with FFCA, a youth room was dedicated in OCS' Anchorage Regional Office. This room has been instrumental to building better communication with youth both in care and out of care and to assist with formal recruiting and training programs for mentors.

Alaska continued coordination with the Department of Labor, Wagner-Peyser and Workforce Investment Act Youth program to ensure foster care youth received specific services related to employment and career enhancement. In collaboration with Facing Foster Care in Alaska, quarterly retreats were held to bring together both in care and out of care youth.

2012 APSR: Alaska continues to partner with state and local agencies including the Department of Labor and Facing Foster Care in Alaska (FFCA) to improve outcomes for youth as they transition out of foster care. To further enhance delivery of the National Youth Transition Database (NYTD) service delivery, both FFCA and Alaska IL Program utilized the dedicated youth room in the OCS

Anchorage Regional Office to deliver NYTD services for Youth. This room continues to be instrumental to building better communication with youth both in care and out of care.

To enhance coordination with the Office of Public Advocacy, training was held to inform Guardians ad Litem of the process and procedures as they relate to the resumption of custody, and in collaboration with Facing Foster Care in Alaska, quarterly retreats were held to bring together both in care and out of care youth. Plans for SFY13 include expanding partnerships with a wider range of agencies to improve service delivery for both youth in and out of care.

2013 APSR: Alaska continues to partner with state and local agencies including Alaska Housing and Finance, Alaska Department of Labor and Workforce Development and Facing Foster Care in Alaska (FFCA) to improve outcomes for youth as they transition out of foster care. To further enhance and support delivery of the National Youth Transition Database (NYTD) services, both FFCA and Alaska IL Program utilized the dedicated youth room in the OCS Anchorage Regional Office to deliver NYTD services for Youth. This room continues to be instrumental to building better communication with youth both in care and out of care.

Plans for SFY14 include greater geographic variety of services for youth and expanding partnerships with a wider range of agencies who serve at-risk-youth populations to improve service delivery for both youth in and out of care.

Anchorage Continuous Quality Assurance Work Group (Greater Anchorage Area Partnership)

2010 APSR: The purpose of the partnership is to provide a consistent forum for local child, youth, and family service providers and interested stakeholders to discuss community issues, brainstorm solutions to problems, and further strengthen our network of services with a strong emphasis on relationship development, transparency, and shared responsibility to be part of the solution.

The Greater Anchorage Area Partnership (GAAP) is a group of community partners (primarily service providers, educators, military personnel, medical and therapeutic service representatives) who get together every month to discuss topics related to child and family issues in Anchorage. Meetings are held every month and topics over the past year included the PIP and CFSP, military deployment and affect on local families, and the effectiveness of day to day processes and procedures.

During the summer of 2009, a volunteer facilitator assisted in working through the collective suggestions for the development of the Program Improvement Plan. In addition, several hours of focus meetings occurred where a variety of community partners were invited to present and help expand our group awareness. June 2009 focused on One Stop Shopping for Family Services (Strengthening Families, Shields, Families First), November 2009 focused on new transitional living facilities (New Hope, Beacon House), January 2010 focused on Military assistance (Army, Air Force), and May 2010 focused on Education Options for Transition-Age Youth (CITC, Anchorage School District, AVAIL, King Career Center, Military Youth Academy, Job Corp, and Sylvan Learning Center).

2011 APSR: From Summer 2010 to present, the Greater Anchorage Area Partnership continued to meet regularly. Topics included the child welfare Program Improvement Plan (two sessions), the Adverse Childhood Experiences Study (three sessions), local education options for youth, as well as other topics as members of the group felt included to share. The group intends to continue with its purpose to serve as a consistent forum for local child, youth, and family service providers and interested stakeholders to discuss community issues, brainstorm solutions to problems, and further

strengthen our network of services with a strong emphasis on relationship development, transparency, and shared responsibility to be part of the solution.

2012 APSR: Over the last year, the Greater Anchorage Area Partnership continued to meet regularly. The following is a list of some the subjects addressed during meetings:

- OCS updates including,
  - current data reviews;
  - Family services practice model implementation;
  - Independent Living & youth services;
  - Adoption activities and celebration;
  - Reunification efforts and celebration.
- Historical trauma
- Compassion Fatigue
- Special community issues:
  - Pregnancy support and adoption services;
  - Human trafficking;
  - FASD Resources in Anchorage.
- Facing foster Care in Alaska
  - FFCA youth Room;
  - Mentorship opportunities.

2013 APSR: Over the last year, the Anchorage Regional Office has engaged in the following collaborative efforts:

- The GAAP continued to meet monthly in 2012, paring down to every other month in 2013. OCS leadership present topics as changes occur in OCS, including Family Services Assessment, Intake Screening and safety in the workplace. The GAAP recently had a panel of tribal partners discussing differences amongst regions and stories of historical trauma which was very well received.
- As of July 1, 2013, ARO has an assigned list of community liaisions. The ARO Leadership Team (every PSS III/IV , MH III, PN IV, and PSM I) is assigned 1-2 community partners in which they meet with on a quarterly basis. They discuss trends, barriers, successes, training needs and practice changes. This information will be shared at our supervisory meetings.
- The Fix It meeting continues to run monthly, which includes OCS, OPA, PD and AAG. This maintains our open communication to discuss practice changes at OCS and how they affect the legal system.
- The Anchorage Regional Disproportionality Team meets monthly which includes local tribal partners and community partners. Issues addressed include the implementation of the ARO native unit, tribal inclusion, preference placements, etc.
- There is a community partnership group that meets monthly regarding permanency and trauma informed care. The group consists of OCS and local mental health providers. The group developed a train the trainer curriculum on the 3-5-7 model which discusses transitions with children and grief and loss. Each agency in the group will use the training with their staff.
- The ARO management team continues to meet quarterly with the Anchorage School District administration. We have our first meeting with the new superintendent in August.
- The CIP Care Court Subcommittee is in the heart of redeveloping our care court. That group consists of OCS, OPA, PD, AAG, the Court Judge, DBH and CITC. The

subcommittee is re-developing the entire court from policy to process in hopes to be running the new system by fall.

- The ARO Multiple Disciplinary Committee unit continues to be running smoothly. OCS, AK Cares and APD are collocated together. That unit works all of our priority 1 and high profile cases.

Northern Region Continuous Quality Assurance

2010 APSR: The Fairbanks Family to Family Steering Committee and Workgroups recently were discontinued and were transformed into the Northern Region Continuous Quality Assurance Work group. The group has three main focus areas: building community partnerships; support, development and recruitment of resource families; and self evaluation. The group consists of a wide variety of community partners: faith-based, mental health, child advocacy center, resource family support and education, tribal partners, concerned citizens and university faculty. The group meets monthly.

Over the past year, OCS staff presented the OCS Practice Model and Program Statements to the Northern Region Continuous Quality Assurance Work group. This provided community partners the opportunity to be informed of the changes and to hear the progress being made. A PIP overview was presented and elements of the PIP were discussed as work progresses on the individual activities. Many of the community partners are participating in the completion of PIP items. A brief overview of the CFSP was completed and members were encouraged to go to the OCS website for a more in depth review.

2011 APSR: The Northern Region Continuous Quality Assurance Workgroup, also known as the Family to Family Workgroup, is working on three major projects: Recruitment and Retention of Resource Families; Sharing Elder Knowledge; and use of data to improve service delivery. The group recently hosted a Resource Family Focus group; results will be used to inform how OCS can better serve resource families. In addition, the group is also planning the third Elder Tea, which is an opportunity for Alaska Native elders to impart their wisdom with caseworkers in an effort to increase cultural competency and empathy. In addition, an overview of Protective Capacities Assessment (PCA) was recently provided; the group was very hopeful to see such significant practice changes and is excited to be part of PCA.

2012 APSR: The Northern Region Continuous Quality Assurance Workgroup, also known as Family to Family, continues to be an essential partnership between OCS and its community partners. The top three priorities have been: using data to improvement service delivery; recruitment and retention of resource families; and sharing Alaska Native Elder knowledge to improve cultural competency amongst OCS staff.

The group meets monthly (except during the summer) each quarter, the group reviews the following types of data:

- Number, types, and attendees to Team Decision- Making (TDMs) meetings;
- The number of current foster homes in relation to the children's removal zip code in an effort to keep children within their home location;
- Reviewed the results of the 2011 Resource Family Foster Group and identified possible steps that can be implemented for better relationships with foster parents.

The Workgroup is comprised of a diverse group of community partners: private non-profits, faith-based, school district, and private individuals.

2013 APSR: The Northern Region Continuous Quality Assurance Workgroup is in a re-building phase this year. It became evident in 2012 that they were becoming less focused and needed to strategically plan next steps. The Foraker Group is leading the core group through a strategic planning session with the hope of continuing with the 4 core elements of Family to Family: Building Community Partnerships; Support, Development and Recruitment of Resource Families; Team Decision Making; and Self Evaluation.

The Northern Region was very fortunate to participate in 2 Leadership Summits through the WPIC (Western Pacific Implementation Center), one in Nome and one in Kotzebue. The Office of Children's Services, Tribal Organizations, Tribes, and Community Partners gathered together for 3 days of in depth planning and collaboration. Data was presented at both Summits:

Northern Region Disproportionality Overview						
Year	Child Population	Reports	Screened-In Reports	Substantiated	Removed	Disparity Ratio*
2009	31%	46%	55%	57%	75%	2.4
2010	31%	52%	51%	57%	69%	2.2
2011	31%	42%	52%	60%	76%	2.5
2012	31%	42%	49%	55%	63%	2.0

*Definition of Disparity Ratio: A measure of the extent to which the subset population (Native children) is over-represented in the child welfare system; it is calculated by dividing the rate at which the subset population experiences the event (removal) by the rate at which the subset population is present in the total population: [% removed/% population].

Northern Region Adoption/Guardianship Placement of Native Children		
	Baseline (2009)	Current (2012)
Non-Native Non-Relative	59%	35%
Native Relative	23%	26%
Non-Native Relative	9%	9%
Native Non-Relative	9%	26%

Overall, the Northern Region has improved in the areas of fewer Alaska Native children and youth have been removed from their homes; and greater numbers of children who are removed are placed with Native Relative or Native Non-Relative.

Southeast Region Continuous Quality Assurance

2010 APSR: The Southeast region established Regional Continuous Quality Assurance Teams. The purpose of the teams is to provide a consistent method of communication and opportunity to discuss community issues, and to brainstorm solutions to problems to further strengthen Alaska's Child Welfare System. Teams consist of services providers, tribal representatives from the region, foster parents, Guardians Ad Litem, and OCS staff. Over the past year, topics included the Program Improvement Plan, Practice Model Overview, Child and Family Services Plan, and Regional Intake.

2011 APSR: The Southeast Regional CQI team meets quarterly and is comprised of representatives from partner agencies including tribal agencies, Guardians Ad Litem, a community member, and OCS staff. The agenda items include updates on new initiatives such as the implementation of regional intake, staffing trends, PIP and plan strategies, site review data from internal reviews, and monthly statistics for key interest areas such as case worker visits and the number of Protective Services Reports (PSRs) received. This team provides valuable insights and feedback regarding implementation strategies and is a great mechanism for keeping stakeholders informed or updated about the work of OCS in the region.

2012 APSR: The SERO CQI Team was temporarily disbanded in October 2011, because interest in the group was waning. Regional management collected feedback about what the two participants would like to see more of, as well as some staff feedback. It was decided to revisit this collaboration at a later date.

With the change in some of the leadership team, there was an emphasis placed on working on our relationship with the local tribe, Tlingit and Haida (T&H). The CSM met with leadership at T&H several times in an effort to increase OCS referrals to their in-home program. There were several strategies that were identified, however, staff turnover at both agencies prevented OCS from ever fully realizing our goals. One area that was identified by T&H, was they were interested in reestablishing quarterly managers meeting. OCS has reinstituted these meetings; meeting again in March, with the main purpose to establish the purpose of the meetings; a subsequent meeting is scheduled for the last week in June. The goal is to assure all managers and supervisors have established relationships with one another and that all agree on shared goals so that OCS can present a unified presence towards our own respective staffs.

Juneau OCS is also involved in a statewide pilot project with local domestic violence agencies, SAFEtee Project. Joint trainings have occurred between the Juneau OCS office, the local DV agency and tribal staff, in an effort to reduce the barriers in working collaboratively in assuring family safety. There are historical and institutional barriers between CPS and DV agencies working collaboratively and recently some of those have played out between the Juneau offices. Management from OCS and the DV agency met recently to strategize and agreed that the tribe needs to be in this discussion. It was acknowledged that the three agencies must work together when domestic violence is identified in a tribal family to keep family members safe.

Over the next year the Southeast Region is exploring the start up of a new OCS Advisory Committee for community partners to provide feedback and input into our practice and continue building community partnerships.

2013 APSR: Southeast OCS managers and supervisors continue to meet with Central Council Tlingit & Haida Indian Tribes of Alaska (T&H), Tribal Family & Youth Services staff on a quarterly basis for half-day meetings that are facilitated by Casey Family Programs to help facilitate communication and collaboration.

- Purposes of Meetings:
  - Build positive relationship
  - Increase partnership between OCS and Tlingit & Haida
  - Develop accountability mechanisms
  - Define improved communication strategies
  - Improve outcomes for youth & families
  - Ensure follow through on action steps from last meeting

Additional joint work sessions have focused on creating a protocol for working jointly on initial assessments and addressing out of preference placements.

The Juneau OCS office is in the third year of a domestic violence collaborative pilot project with the local domestic violence agency, AWARE, and the Tlingit & Haida tribe for a day-long, facilitated retreat with all three partners to try to overcome some of the institutional barriers between the agencies.

Efforts are underway to institutionalize new Juneau OCS staff spending time at T&H and AWARE (and conversely, new T&H and AWARE staff spending time at OCS) to get to know these agencies'

missions and getting to build relationships with their staff. This has proven very helpful in building relationships and understanding the functioning of other agencies.

The Ketchikan OCS office is meeting quarterly with local judges and other stakeholders to continue to pursue a baby court program. They are in the process of trying to identify funding for a coordinator and additional training for partners. Meanwhile, Ketchikan has begun to utilize a strong, specialized team-based approach, to coordinating services and permanency planning for children under 3 who enter the foster care system.

South Central Region Continuous Quality Assurance

2010 APSR: The South Central region established Regional Continuous Quality Assurance Teams. The purpose of the teams is to provide a consistent method of communication and opportunity to discuss community issues, and to brainstorm solutions to problems to further strengthen Alaska's Child Welfare System. Teams consist of services providers, tribal representatives from the region, foster parents, Guardians Ad Litem, and OCS staff. Over the past year, topics included the Program Improvement Plan, Practice Model Overview, Child and Family Services Plan, and Regional Intake.

2011 APSR: The South Central Region has dismantled the regional CQI team during the last year. The Program Improvement Plan and Annual Progress Services Report strategies and implementation progress are shared in the following venues:

- Family to Family Leadership Group
- Foster Parent Forum
- Matsu Court Improvement "Fix It" Meeting
- Matsu Area Partnership Meeting

Over the next year there are plans to expand to other region wide venues and to conduct meetings to assure that information is dispersed more comprehensively.

2012 APSR: Over the last year, the South Central Region, with technical assistance from Casey Family Programs, engaged in Compression Planning. Compression planning allows for the ability to make the best decisions quickly and develop action plans for success. The purpose of Compression Planning in the Wasilla Field Office was to aid in improving practice and in developing positive community relationships. There have been two compression planning sessions in Wasilla. The first session was held October 20-21, 2011 and included supervisors, managers, and front line workers (unit reps) as well as the Child Welfare and Field Administrators. The event was two days long and resulted in an action plan that encompassed the four core strategies:

- Overall responsiveness to calls emails and requests from staff, clients and professionals and service providers;
- Timeliness of documentation including Court reports and Orca input;
- Increased number of out of home cases;
- Caseworker visits and documentation.

The second event was March 6-7, 2012 which was divided into three sessions. The first session involved those who attended the first compression planning meetings in 2011, the second session involved all staff from the Wasilla office that could attend. We invited a total of 38 people to the meeting for that afternoon.

The third session was utilized to begin engaging key partners in the community including Assistant Attorneys General (AAG), schools, law enforcement, OPA, the local Child Advocacy Center (CAC),

the local tribes and Court-Appointed Special Advocate (CASA). The result was a focus on deepening the existing relationships and an action plan encompassing all parties was developed at the end of the day to make headway into this area that resulted in the following strategies:

- Strategy: *Develop, emphasize and share guiding principles and protocols for building trust and open communications with all partners.*
- Strategy: Create a 'Walk in Your Shoes' experience for key partners to visit other key partner agencies, learn about their policies, roles and responsibilities. Encourage cross-agency job shadowing to understand day-to-day realities and get a better understanding of work load and tasks.
- Strategy: Create a 'help unit' to act as a dispute resolution mechanism that is multi-disciplinary and inclusive of key partners but is neutral.

The Program Improvement Plan and Annual Progress Services Report strategies and implementation progress are also shared in the following venues:

- Resource Family Advisory Board
- Matsu Court Improvement "Fix It" Meeting
- Matsu Area Partnership Meeting
- MDT quarterly protocol meetings

2013 APSR: Over the last year, the South Central Region has continued to focus on improvement areas highlighted in compression planning sessions over the past two years. South Central region has continued to increase in the occurrence of quality case worker visits and has been able to maintain a high percentage of documented case worker visits.

Over the past year the South Central region has also developed a guiding principle and protocol for information sharing to develop trust and open communication with all partners. The region's involvement with Casey Family Programs has been limited over the past year due to competing priorities however new employees are routinely encouraged to spend time with the GALs, Attorney General's office and with Tribal organizations to assure continued relationship development and an understanding of other agencies roles and polices. In addition, Tribal representatives were invited to the Wasilla office to share their information and enlighten workers about the services they provide. Supervisors across the South Central Region are actively involved in multidisciplinary teams, the development of CACs in their areas and have also engaged in community trainings and events to further develop relationships. The South Central psychiatric nurse has conducted three trainings over the last year concerning psychotropic medication with Alaska Center for Resource Families. The supervisors, intake supervisor and intake workers are actively conducting mandated reporter trainings in schools, for police departments and health care organizations.

Data and the direction of practice are shared in the following areas:

- Resource Family Advisory Board
- Matsu Court Improvement "Fix It" Meeting
- Matsu Area Partnership Meeting
- MDT quarterly protocol meetings

Over the next year the goal to share data and information with all the legislators from within South Central region to ensure clear understanding of practice and progress within the region.

Western Region Continuous Quality Assurance

2013 APSR: As a new OCS Region, the Western Region Office (WRO) has begun to make positive strides towards developing continuous quality assurance strategies with tribal partners and stakeholders. Over the last year, the WRO leadership in partnership with other agencies (Tundra Women's Center, Department of Juvenile Justice, Department of Corrections, Yukon-Kuskokwim Health Corporation Behavioral Health, the Association of Village Council Presidents, and Orutsarrarmuit Native Council) has participated in the Elluatmun Partnership meetings with the overall focus of improving the service delivery practices within the region across agencies. These forums also improved community based program coordination while eliminating programming redundancy. Over the past year with complexities of a multi-agency approach the calendaring and de-conflicting of community focus topics have improved while continuing evaluating the regional needs.

To improve quality of service the WRO leadership continue to meet with tribal partners on a weekly basis for case staffing, transfers, and safety plan reviews. Special emphasis on continued quality assurance is focused on out of preference (ICWA) placements to improve cultural connectedness for children in care.

There is an ongoing presence in meeting with various Tribal Councils and Governments. WRO OCS has met with five of the region's tribes during 2012 addressing employee relations and specific tribal cases. OCS leadership both regional and state level also paneled AVCP's Annual Convention addressing concerns from the regions 56 tribal representative and expressed continued open dialog to improve relations.

During the next year, two goals are to work towards reestablishing an MDT consisting of juvenile and child providers to address cases from a multi-agency approach for quality assurance. Also targeted for next year is the work involving Trauma Informed Care while working with families across the various agencies. Addressing the impacts of historical trauma has assumed a parallel process for 2013 to better deliver effective care.

Children's Justice Task Force

2010 APSR: The Children's Justice Task Force (CJT) is comprised of representatives from law enforcement, medicine, child protection, law (both prosecution and defense), child advocacy centers, judiciary, mental health, court-appointed special advocates/guardians ad litems, schools, tribal organizations and parents. During the past year, projects included:

- Ongoing distribution of the training CD OCS developed for mandated reporters (several thousand have been sent state-wide, in the Lower 48 and overseas). The CD is also now available on OCS' website along with a new guide for instructors.
- Scholarships to workers in the field to help them keep abreast of the latest research and best practices.
- Annual presentation to the Legislature with an educational focus on child maltreatment issues to help guide legislative decisions.
- Sponsorship of a statewide Child Forensic Interviewing Forum to evaluate the various child interviewing models used in Alaska and make recommendations for essential components of basic and advanced forensic interview trainings.

Projects for 2010 include:

- Encourage utilization and funding for Child Advocacy Centers.

- Develop best practice guidelines for the collaboration of multidisciplinary teams in child abuse cases.
- Utilize child maltreatment data compiled by the Alaska Surveillance of Child Abuse and Neglect Program to make recommendations and assess efficacy of system changes.

In early February 2010, the following recommendations to Alaska's Legislature:

- Funding for Child Advocacy Centers, a state-wide child forensic interviewing curriculum, and a child forensic evidentiary kit.
- Evaluation for statutory changes to improve Alaska's ability to protect children and hold offenders accountable, including:
    - Separate Crimes Against Children laws with thresholds appropriate for child victims.
    - Provide the ability to maintain confidentiality of both medical peer review and forensic interview peer review within child advocacy centers.

2011 APSR: Over the past year, the Children's Justice Act Task Force continued to meet quarterly while subcommittees met more frequently as needed. The task force continued work on previous projects and completed a practice guidelines booklet: *MDT Response to Child Maltreatment*, which is now available electronically and in hard copy. The task force also sent representatives to the Governor's Domestic Violence and Sexual Assault Initiative committee to ensure the inclusion of child victims in the initiative. In addition, representatives testified to the legislature, provided funding to support speakers for the Child Maltreatment conference, and provided scholarships for Multi-Disciplinary Team (MDT) members to attend the conference. Two of the most recent quarterly meetings were dedicated to strategic planning future efforts and integration of new members into existing and new subcommittees. The task force coordinator also submitted the federal 3-year evaluation and annual assessment for next year.

2012 APSR: The Children's Justice Act Task Force continued to meet quarterly with subcommittees meeting more frequently as needed. The task force continued work on previous projects including participation during the Governor's Domestic Violence and Sexual Assault Initiative committee and subcommittee meetings to ensure the continued inclusion of child victims in the Initiative. In addition, representatives proposed legislation to strengthen trafficking and sentencing statutes; testified to the Senate Judiciary Committee; granted funding to support speakers for the 2012 Child Maltreatment conference; and provided scholarships for MDT members to attend the trainings.

The CJA Task Force continues its mandated analysis of the child protection and justice systems through data collection and various outreach activities. Last year's (FFY) CAPTA Reauthorization required the recruitment of members for two new seats and the Task Force has welcomed representatives for adult victims and homeless youth advocates into the group. The task force coordinator submitted the annual assessment for next year's(FFY) Federal grant continuation.

2013 APSR: This year, Children's Justice Act Task Force (CJA) presented before committees of both the House and the Senate of the Alaska Legislature to propose new legislation designed to broaden the statute on mandatory reporting of child abuse and neglect, and to support pending legislation that would strengthen the state's ability to prosecute perpetrators of child sex trafficking and of sex crimes against children. The CJA worked to produce a training "tool kit" for training Multi-Disciplinary Teams that investigate child abuse and neglect, and continued to support other training opportunities for child protection professionals and MDT members through scholarships. The CJA also continued to work closely with the Alaska Governor's Council on Domestic Violence and Sexual Assault to educate the public about child abuse; the effects of child abuse, domestic

violence and neglect on children; and the ways in which communities and professionals can intervene.

The twenty member Alaska CJA continues to meet quarterly in-person in both Anchorage and Juneau as well as to hold numerous additional committee meetings throughout the year. Committees of the CJA include: Legislative; Differential Response; Innovative Approaches, Training and Scholarship; and the Steering Committee. The task force is very active and this year recruited three new members to fill recently vacant positions including a very experienced GAL; a special education school district superintendent, and an experienced attorney with broad and long-term experience in child welfare and custody cases. The Alaska CJA continues to be dedicated to the mission of analyzing and improving Alaska's response to child abuse and neglect through the above mentioned projects and continues to identify new projects and tasks to forward this mission.

Department of Health and Social Services' Children's Policy Team/Leadership Team

2010 APSR: Representatives from the Division of Public Assistance, Division of Behavioral Health, Division of Public Health, Division of Juvenile Justice, Division of Senior and Disabilities Services, Division of Health Care Services and the Office of Children Services meet bi-weekly to better coordinate services provided by the Department of Health and Social Services (DHSS). There are four subcommittees that report out during the Children's Policy Team Meetings:

- Workforce Retention and Recruitment Subcommittee – Explore ways to retain Department employees and grantee employees who work with children and families.
- Data Workgroup – Explores ways of better utilizing data across divisions to better serve families and children.
- Licensing Workgroup – Explore ways to coordinate meaningful licensing standards to ensure safety of children in out of home care, including residential treatment.
- Keep the Kids Safe Workgroup – Explores ways of coordinating existing services and develop new services to keep children with mental health issues, other disabilities, including developmental disabilities, victims of child abuse and youth who violate laws safely in their own homes.

2011 ASPR: The DHSS Children's Policy Team has continued to meet and work on areas of cross-divisional collaboration and services integration specific to children and families. Efforts by the Children's Policy Team that have impacts on services within the OCS have included the development of a licensing workgroup; a continued focus on the Bring the Kids Home Initiative; the development of the Keeping Kids Safe workgroup; and continued enhancements in the areas of children's mental health and early childhood services. These are all ongoing efforts that will span over multiple years within DHSS.

2012 APSR: The DHSS Children's Policy Team was discontinued this year in favor of the DHSS Leadership team. In addition to the projects outlined in Strategy F, current strategies/activities that are being prioritized at departmental level are, a departmental policy related to the *Use of Psychiatric Medications for Children in Out of Home Care or Receiving Medication through Medicaid*; a *Healthy Alaskans 2020 Plan*, which will serve as a framework for health policy development, identifying best indicators of health status, providing a basis for targeting and tracking changes in health status of Alaskans over the next decade; and a department-wide, Results-Based Accountability Training related to budgeting and goal setting aimed at helping the department conceptualize and revamp all the department's performance measures, indicators, and outcomes into a consolidated, meaningful budget plan.

Department of Health and Social Services Joint Management Team

2010 ASPR: This is team is comprised of deputy directors and other staff within the department. During the past year, the focus was on developing a full continuum of services to ensure that all children in Alaska requiring mental health or other social services would receive the most normative, least intrusive services, as close to home as possible to resolve their issues. Toward this end, a contract was issued to Open Minds to review the current system of care and make recommendations. This workgroup is reviewing the Open Minds report and realigning services to better meet children's needs.

2011 ASPR: Over the past year, the Joint Management Team (JMT) has spearheaded efforts to relocate the Behavioral Residential Services from the Office of Children's Services to the Division of Behavioral Health. Additionally, the JMT has been working on the development of the systems of care model, and the development of standardized assessment tools in the effort to streamline and standardize referrals to the very intensive residential care services within the system of care. The intent of these efforts is to appropriately identify children and youth who need higher levels of care and to make sure that these children and youth are referred accordingly. This is an ongoing effort within the DHSS, with multiple year plans for project completion.

2012 APSR: The JMT has not met in nearly a year but was recently assigned the task of examining the existing needs and potential aids available to support a particularly multi-stressed, remote and difficult to service hub community in Northwest Alaska. The team will look at ways of enhancing the infrastructure and capacity of a local tribal agency to meet some of the unmet needs.

2013 APSR: The DHSS Joint Management Team (JMT) continues to focus on interdepartmental collaborations across divisions on key issues of import to the larger DHSS Leadership team. During the past year, the JMT has been charged with the review and transition of residential care services for children and youth, collaboration and coordination on licensing investigations, and establishment of protocols related to the placement of children and youth in out of state residential psychiatric treatment centers.

Department of Health and Social Services Information Technology (IT) Governance Team:

2013 APSR: During the past fiscal year, the DHSS Commissioner has established a new the IT Governance team at the DHSS level. The IT Governance team is comprised of DHSS Directors and Deputy Directors, who serve as a steering committee for the DHSS in the management of finite IT resources for DHSS. While the scope and effort of the IT Governance team is still being determined, initial focus of the DHSS It Governance team has been on the new development needs of the Department. It is anticipated that during SFY 2014, that the OCS Online Resources for Children of Alaska (ORCA), will be integrated into the IT Governance planning efforts as well.

Interdepartmental Early Childhood Coordinating Council

2010 APSR: The Interdepartmental Early Childhood Coordinating Council (IECCC) is comprised of key positions within the Department of Education and Early Development, Department of Health and Social Services, the Alaska Children's Trust, the Alaska Mental Health Trust Authority, and the Governor's Council on Disabilities and Special Education. The purpose of this group is to support a comprehensive, quality system of services for young children (ages prenatal to eight years old) and their families through joint planning, coordination and collaboration.

Over the past year, projects included:

- Early Childhood Mental Health Services. Ensuring that there are age-appropriate services available and a qualified workforce providing those services
- An epidemiological approach to preventing childhood trauma, including child abuse based upon the ACES study on the effects of early trauma
- The creation of a Governor-appointed, Early Childhood Advisory Council made up of public and private partners
- The development of a list of indicators that can be used to track the "Status of Alaska's Children"

2011 APSR: During the last year, IECC became the Governor-appointed, Alaska Early Childhood Coordinating Council (AECCC). With this new designation, the membership changed to include the Commissioners of the Department of Health and Social Services, the Department of Education and Early Development, the Department of Labor, and the Department of Public Safety; a representative from the Governor's Office; the Head Start Collaboration Director; the Director of Teaching and Learning Support; the DEED Partnership Liaison; the Child Care Program Manager; the Part C/Early Intervention Manager; the Early Childhood Comprehensive Systems Manager; a representative of the University of Alaska; and private sector members representing, the Alaska Superintendents Association, Association of Alaska School Boards, Alaska Infant Learning Program Association, Alaska Head Start Association, Alaska Child Care Resource & Referral Network, Alaska Native Health, Chamber of Commerce, Best Beginnings, and a mental health provider and parent representative.

The last year was focused on the development of this group; recruiting and orienting new members; developing by-laws and MOAs; and resource materials. The first meeting was held and committees were established.

2012 APSR:
The Alaska Early Childhood Coordinating Council met quarterly during FY 2012. The Council focused on preparing a strategic report for the Governor regarding early childhood priorities. Eight priorities were selected and are directed at improving the quality of care in early care and learning programs, increasing family support, and ensuring that young children and their families have access to quality, age appropriate services. These priorities recommend that the State of Alaska:

- Expand early childhood services to 5,000 new children and families through in-home, out-of-home, and community-based services;
- Identify methods to increase the wages in early childhood settings, particularly for those with higher degrees;
- Implement the QRIS (Quality Rating and Improvement System) plan including an implementation timeline of activities and funding;
- Increase awareness of the Alaska Early Learning Guidelines;
- Embed "Strengthening Families" protective factors throughout early childhood systems
- Support and promote a local partnerships grant process to invest in early childhood and family support;
- Seek to ensure every child has full access to well-child exams that follow the Alaska Periodicity Schedule which is based on the recommendations of the American Academy of Pediatrics;
- Ensure every child and their family has full access to age appropriate services that promote physical, emotional, and behavioral health and safety.

2013 APSR:
The Alaska Early Childhood Coordinating Council met quarterly during FY 2013. The "Alaska Strategic Report" prepared for the Governor was finalized and made public in November 2012. Many of these priorities were reflected in the Governor's budget. See Appendix C.

Strengthening Families Leadership Team

2010 APSR: This team is made up of a variety of key decision makers in state and private programs and provides the leadership for the state Strengthening Families programs. The efforts are focused on embedding the "protective factors framework" in a variety of early childhood and family support services and systems.

Projects in the past year include:

- Supporting 10 early care and learning programs in Anchorage in implementing the Strengthening Families program;
- Embedding the Strengthening Families "protective factors framework" into training programs such as the Child Care Resource and Referral Network and the Family and Youth Training Academy;
- Conduct training on the "community café" model for parents, families, programs and communities to have discussions on strengthening families;
- Provide workshops and conference presentations on the Strengthening Families program.

Over the next few years, OCS will continue to engage partners by sharing progress, and seeking input relating to, goals and actions of OCS' five-year plan. OCS could not do this work without the active involvement and dedication of all stakeholders, community partners and staff and looks forward to continuing the work together to keep children safe and families strong.

2011 APSR: During the past year, the Strengthening Families Program:

- Continued the support of early care and learning programs implementing the Protective Factors Framework;
- Hosted a training of the "Stronger Together" curriculum focused on building family support in early care and learning programs;
- Collaborated with the Technical Assistance Center for Social and Emotional Interventions project which is providing training to early care and learning providers in the "pyramid model" for social and emotional development. Developed a "no wrong door" approach to recruiting early care and learning programs into either program;
- Hosted two "Parents' Day" events in cooperation with the Alaska Association of the Education of Young Children's conferences. Developed a toolkit for national distribution on hosting such events;
- Made presentations at several conferences regarding the Protective Factors framework.
- Hosted numerous community cafes with parents and providers;
- Continued a partnership with the Child Welfare Training Academy to embed the Protective Factors framework in social worker training.

2012 APSR: In 2012, the Strengthening Families Program received one-time funding from the State of Alaska which allowed for a significant expansion of this program.

In partnership with the Child Welfare Academy, trainings were provided in 12 communities across the state. One day of the training was provided for community partners, tribes and Part C providers on the OCS practice model and the Strengthening Families Protective Factors Framework. A second

day of training was focused on child welfare staff. This day of training was dedicated to the Strengthening Families Protective Factors Framework, CAPTA requirements for referring children under the age of three to the Part C program, and best practices for young children in child protective services. A third day was dedicated to developing working protocols between OCS and Part C providers. This training provided a significant foundation to build on for collaboration and partnership in serving young children in the child welfare system.

The Strengthening Families Program also recruited 10 new, early care and learning programs interested in embedding the Protective Factors Framework in their services. Programs were required to form leadership teams to facilitate and validate the work. Each program was provided 16 hours of staff training on Strengthening Families and additional training on supporting social and emotional competency and addressing challenging behaviors in the children that they serve. Following the training, programs received weekly coaching and technical assistance.

Two community early childhood partnerships (involving multiple community agencies/providers) received mini-grants from the Strengthening Families program. The community of Ketchikan is focusing their efforts on the development of a "Birth to Three Court" in partnership with OCS and local judges. The community of Homer focused their work on embedding the Strengthening Families Protective Factors Framework across their community agencies. Funding was also used to build capacity in two of the three Child Care Resource and Referral agencies. These agencies are now prepared to provide training, technical assistance and support to other programs interested in Strengthening Families.

2013 APSR: Over the past year, Strengthening Families worked to sustain the gains made in 2012 and expand the use of the Protective Factors Framework. Significant efforts included:

- The development of a "Community Café Toolkit" in partnership with the CHOOSE RESPECT Campaign. These toolkits went out to approximately 140 communities and were supported through 6 teleconferences.
- A partnership with United Way of Anchorage and Alaska Youth Development Corporation to introduce the SF Protective Factors Framework to youth serving organizations in Anchorage.
- Continued support for existing programs through regular training and coaching by the *thread* regional offices.
- Presentations at conferences and classes such as the LEND program, the Alaska Child & Family Coalition, the Alaska Association for the Education of Young Children, DVSA Prevention Summit, etc.

Additionally, members of the Strengthening Families Leadership Team joined a national workgroup on Implementing Strengthening Families in Child Welfare Practice.

Early Childhood Mental Health/Trauma Training

2012 APSR: The Early Childhood Comprehensive Systems Program hosted the annual Early Childhood Mental Health (ECMH) Institute for 185 providers that included social workers, mental health providers, OCS staff, early interventionists, and a variety of other early childhood professionals. The Staff from the Alaska Child Trauma Center presented a 3-hour workshop on "Trauma 101" and a full-day track on the evidence-based practice Attachment, Self-Regulation, and Competency Development (ARC); a framework for working with complex traumatized youth. Additionally presentations from field experts were provided:

- Connie Lillas, PhD, MFT, RN, presented "Listening to the Voice of the Baby in the Child Welfare System;" ;
- Joanne Solchany, RN, Ph.D, MSN, CS, APNP presented "Children and Parents Involved in Child Welfare, Where Mental Health and Legal Systems Meet: Assessment, Treatment, and Collaboration.".

CPS-related workshops included**:**

- Pediatric psychotropic medication;
- Using protective factors as a common framework; and
- Difficult topics and engaging families: domestic violence, substance abuse, mental illness, childhood trauma.

Through the ECMH Learning Network grant funded by OCS (with Alaska Mental Health Trust Authority funds), the Alaska Child Trauma Center (ACTC) provided several trainings focused on young children, early childhood mental health and trauma. These included trainings:

- for foster parents caring for young children in collaboration with the Alaska Center for Resource Families;
- a training for graduate students on the impact of early childhood adverse experiences on long-term outcomes;
- and training for educators and school principals on the impact of early experiences on social emotional development and school readiness for young children.

The ACTC worked to incorporate training on early childhood brain development and the impact of adverse early childhood experiences in the DBH-sponsored Trauma 101 curriculum; and incorporated specific training on early childhood adverse experiences into 2 Regional Alaska Trauma Institutes. Additionally, the ACTC provided monthly, statewide, multi-disciplinary learning sessions using a case consultation format. Participants represented tribal health, Infant Learning, community mental health, psychiatry and private practices.

ILP provided a 2-day training to 25 SSAs on brain development, social emotional development, dyadic relationships, trauma, self-reflective practice and partnering with families. ILP continues to provide monthly reflective case consultation to SSAs.

2013 APSR: The 2013 Early Childhood Mental Health Institute included a strong focus on trauma and young children. 230 participants from a variety of disciplines and programs attended. A featured speaker was Joy Osofsky, PhD, Professor of Pediatrics, Psychiatry and Public Health, and Head of the Division of Pediatric Mental Health at the Louisiana State University Health Sciences Center. Dr. Osofsky presented a Keynote on "Trauma through the Eyes of a Child". Additionally she presented a workshop on "Safe Babies Courts: An Opportunity to Change Intergenerational Cycles of Maltreatment" and a full day workshop on "Young Children and Trauma: Intervention, Treatment and Engaging Challenging Families". The staff from the Alaska Child Trauma Center presented a 3-hour workshop on "Trauma 101" once again. There were additional workshops on preschool expulsion, teacher depression as a correlate of child behavior problems, mentally health early childhood programs, clinical assessment with young children, sensory integration, and culturally relevant early childhood mental health practices.

A full-day training was provided to Alaska Resource Families on the developing brain; sensory processing and regulation; early childhood mental health; and attaching, managing behavior, and self-care.

The ECMH Learning Network grantees provided multiple trainings on early childhood mental health, adverse childhood experiences, the impacts of trauma, age appropriate interventions, etc. Additionally, "Reflective Facilitation" groups were established in the three largest urban areas: Anchorage, Juneau and Fairbanks. The training and Reflective Facilitation groups targeted professionals from a variety of disciplines, creating wide awareness and the sharing of multiple perspectives.

Early Childhood Protective Services Collaborative

2012 APSR: An Early Childhood Protective Services Collaborative was formed this year. This Collaborative is made up of a variety of early childhood and family support providers in the Anchorage area who may have children from the child protective system involved in their programs. Some of the members include the Alaska Child Trauma Center, Alaska Center for Resource Families, Program for Infants and Children, Anchorage School District Pre- K and Special Education programs, Military Family Resources & child care, Head Start programs, Providence Child Development Center, Denali Family Services, Women's, Children's, and Family Health, Child Care Resource and Referral Agency, State Part-C program, Office of Public Advocacy- Guardians Ad Litem, Early Childhood Comprehensive Systems and the Office of Children's Services. This group meets bi-monthly with a focus on facilitating communication between agencies and improve-ing services for young children in the child protection system.

2013 APSR: Bi-monthly meetings of the Early Childhood Protective Services Collaborative continued in 2013.

Infant Learning Program

2012 APSR: Child Welfare and the Part C Early Intervention system (known in Alaska as the Infant Learning Program) continue to improve processes related to serving families of very young children including the development of regional protocols, outlining steps for collaboration, referral and ongoing planning.

2013 APSR: Child Welfare and the Part C Infant Learning Program successfully implemented an automated system of referrals for all infants and toddlers with substantiated reports of harm. This past year efforts continued to improve processes related to serving families of very young children including: the development of regional protocols outlining steps for collaboration between child welfare and early intervention providers with regard to planning and intervention. In addition, the Part C system has emphasized recruiting and training mental health professions to improve ongoing intervention and long term child outcomes within multi-disciplinary teams.

Head Start Programs

2012 APSR: New MOAs were established between Head Start programs and most OCS offices. OCS is providing data to Head Start programs statewide regarding the number of children that may be eligible for Head Start programs due to their foster care status. This data is helpful to Head Start in establishing their service needs and capacity.

2013 APSR: Anchorage and Mat-Su Valley Head Start directors participate in the Anchorage-based, Early Childhood Protective Services Collaborative meetings. This group is focused on the needs of children birth through five in the child protection system. The purpose of the group is to share information, improve collaboration and identify best practices for supporting the optimal development of young children. As part of our early childhood mental health work, Head Start grantees and their mental health consultants were pulled together for a meeting following the

ECMH Institute. The University of Alaska-Anchorage facilitated this meeting which was intended to begin a dialogue on how OCS can support programs and consultants and strengthen services to children and families. The Head Start programs are often in rural/remote communities and consultants are located in hubs. These consultants are often the only ones in their area doing this work. In the coming year, it is hoped to establish a system that will connect them to each other, provide best practice information, etc.

Staff Advisory Board

2012 APSR: New in 2012, OCS has established a Staff Advisory Board, created to help form a stronger relationship between front-line OCS staff and leadership, promote communication and transparency. Board members represent front-line staff from every OCS region. Members of the Board serve as "ambassadors" to the staff from within their regions, bringing forth ideas for improvement, identifying barriers to success, and other relevant issues viewed as concerns by staff. The leadership team will bring issues to the board that will promote increased collaborative, decision making. The Staff Advisory Board is regularly updated on the goals and objectives outlined in the Child and Family Services Plan and offered opportunities to provide feedback or guidance related to new initiatives.

2013 APSR: The Staff Advisory Board (SAB) continued to meet regularly over the last year, providing feedback to Senior Leadership on a variety of topics related to staff retention and continuous quality improvement. The SAB provided valuable insight on various staff survey results, new initiatives and new topics of interest to the field. Specific projects addressed/initiated by the SAB included sustainability of field staff dictation services and support for on-call workers.

Child Support Services Division (CSSD)

2013 APSR: As a result of the ACYF-CB-IM-12-06, efforts are underway with Alaska's CSSD to update in interagency MOA which would allow for CSSD to assist OCS in relative searches. An electronic interface currently exists between our two agencies. It is anticipated that the MOA will be finalized by July 30, 2013.

Section 2: Accomplishments and Progress towards Goals and Objectives

2013 APSR:

Strategies, goals, and action steps herein reflect the activities for the Program Improvement Plan (PIP) as a result of Alaska's 2008 Child and Family Services Review as well as expanded activities for additional state goals that were not addressed in the PIP. In September 2012, OCS underwent a Title IV-E Review. OCS did not pass the Review and as a result a PIP has been implemented. A new Strategy I has been added to this report to reflect the IV-E PIP. Additionally, a new item has been added to Strategy B to reflect the new agency goals to enhance/streamline the client compliant process.

The following represents a snap shot of accomplishments during the past four years.

- ✓ Development and dissemination of OCS' Practice Model Overview and Program Statements
- ✓ Implementation of House Bill 126 expanding Independent Living Services and allowing youth to re-enter foster care until their 21st birthday
- ✓ Secured funding to purchase new computers, double the broadband width from 2 T1 routers to 4 T1 routers, and implement an ORCA acceleration application called Xenapp for the Bethel area
- ✓ Demonstrated commitment to the Western Pacific Implementation Center efforts to reduce disproportionality
- ✓ Standardized process implemented for timely initiation of protective services reports
- ✓ Statewide recruitment efforts included a media campaign for Alaska Native homes and expansion of the Foster Wear project
- ✓ Continued support of cultural training including Knowing Who You Are and Undoing Racism
- ✓ Establishment of a Resource Family Advisory Board
- ✓ Establishment of the OCS Western Region
- ✓ Achieved all nine Program Improvement Plan goals
- ✓ Increased permanency outcomes in all federal data composites
- ✓ Classification Study completed to determine appropriate and fair job classes for child welfare workers and new job classes were implemented
- ✓ Workload study to determine number of licensing staff and support staff (SSAs and AOs) needed to handle the workload was completed
- ✓ New ORCA enhancements implemented to automate written notices to clients/legal parties including foster child placement changes and denials of Placement requests
- ✓ Tribal Title IV-E Maintenance Pass Through Program is well underway
- ✓ New policy and procedures involving interdepartmental collaboration for the oversight of psychotropic is implemented
- ✓ Standardized process for enhanced screening of protective service reports
- ✓ An ongoing process implemented for timely completion of Initial Assessments
- ✓ Child Welfare and the Infant Learning Program successfully implemented an automated system of referrals for all infants and toddlers with substantiated reports of harm

As illustrated in the matrix below, many action steps have been achieved or are in progress. The matrix is updated annually until all strategies are completed. Updates will not be provided in the action steps that are shaded as the update is provided in section that is "referenced" within the action step. Goals and action steps that were developed during the reporting year are noted with "added" and date after the action item number.

Data measures based on quality assurance reviews, AFCARS and NCANDS are included at the end of this section.

Strategy A: Practice Model Integration and Implementation	
Goal: To ensure the safety of children throughout the life of the case and provide relevant services to support the family and child.	
Action Steps and Benchmarks	**Annual Update (includes date completed)**
A.1.0 To provide clear program statements for implementation of practice model that will inform the individual practice and service delivery to children and families.	
A.1.1 Develop individual program statements for intake, initial assessment, family services with an in-home and out-of-home program, service array section and resource family section.	2010 APSR: Achieved. OCS developed a Practice Model Overview which creates a conceptual map of how staff, stakeholders and families partner together to deliver child welfare services in Alaska. The Program Statements expand upon each of the five core program areas in the Practice Model Overview and further illustrate how quality child welfare services will be delivered in Alaska.
A.1.2 Develop dissemination and staff development plan for practice model and program statements. (reference B.3.1)	
A.1.3 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference B.3.2)	
A.1.4 Develop dissemination and communication plan for practice model and program statements for stakeholders.	2010 APSR: Achieved. A comprehensive plan was developed to ensure that stakeholders were informed and understand the Practice Model and Program Statements.
A.1.5 Disseminate and communicate practice model and program statements to stakeholders.	2010 APSR: Achieved. OCS management met with stakeholder groups that are involved in the work to ensure dissemination and understanding of the practice model overview and program statements. In addition, the Program Improvement Plan was also disseminated. Incorporation of the Practice Model and Program Statements will be on-going as they guide all the areas of OCS' work.

A.2.0 Integrate and implement practice model into core functions statewide.	
A.2.1 All regions will initiate timely face to face contacts during the initial assessment.	
A.2.1.1 Develop work plan for design and systemic implementation of intake.	2010 APSR: In progress. OCS developed a work plan to regionalize intake in order to increase response times to protective services reports. Due to extenuating circumstances, OCS will be resubmitting a work plan to address delays in regionalizing intake. 2011 APSR: Achieved. Work plan completed. Implementation completed. PIP goal met for Timeliness of Initiation 2/28/11.
A.2.1.2 Issue a Program Instruction to all OCS staff related to timely assignment and initiation of all Protective Services Reports.	2010 APSR: Achieved. In February, a policy was issued to establish screening and initiation time frames.
A.2.1.3 Provide staff development to all OCS field management and front line workers based on the Program Instruction for timely assignment and initiation of all protective services reports. (reference B.3.3)	
A.2.1.4 Disseminate updated intake policy reflecting a two tiered response system to all OCS staff.	2011 APSR: This item will be addressed in 2013 or 2014. 2012 APSR: In February 2012, OCS Senior Leadership determined that changing from a three to a two-tiered response system would likely not have the desired impact with respect to improving Item 1: Timeliness of Investigation; and that such a change may, in fact, create additional challenges and barriers to achieving safety outcome goals. Per discussion and follow up communication with Region X dated March 7, 2012 this item has been removed from the CFSP with no further action required.
A.2.1.5 Provide training to all statewide intake staff. (reference B.3.4)	
A.2.1.6 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference B.3.5)	
A.2.1.7 Managers and Supervisors will monitor ORCA reports to ensure timeliness of initiation and develop a response plan to address when timelines are not met. (reference B.2.2.1)	
A.2.1.8 Children Services Managers and the Child Welfare Administrator will track plans of response related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.2)	

A.2.2 Refine and continue initial assessment implementation efforts.	
A.2.2.1 Develop work plan for continued focus and enhancement of the initial assessment.	2010 APSR: Achieved. A work plan was developed in February of 2010 which focuses on enhancement of the implementation efforts related to the safety assessment process. The first component, present danger and protective action plans, was completed in June 2010. Beginning in July 2010 design of the second component, impending danger and safety planning, will begin with staff development following in late 2010. Continuous quality assurance related to enhancement of the initial assessment process will be on-going.
A.2.2.2 Provide staff development to all OCS field management and staff around the purpose, application and analysis of information gathered and how that informs the identification of safety threats and protective capacities/needs as well creation and management of safety plans. (reference B.3.6)	
A.2.2.3 Modify ORCA for tracking and monitoring of safety plans. (reference B.1.1)	
A.2.2.4 Managers and Supervisors will monitor quality assurance findings to ensure appropriate services are provided to children and parents to manage threats to safety and to ensure that safety plans are in place and develop a plan of response to address areas needing improvement. (reference B.2.2.3)	
A.2.2.5 Children Services Managers and the Child Welfare Administrator will track plans of response related to management of safety threats and safety plans to ensure that program change activities are implemented and provide corrective action where indicated.(reference B.2.2.4)	
A.2.3 Increase the quality and frequency of case worker visits to ensure the safety, permanency and well-being of child and promote progress towards case plan goals.	
A.2.3.1 Develop quality home visit guidelines for engaging families including education, health and behavioral/mental health components.	2010 APSR: Achieved. Guidelines were developed in May 2010; updated policy and staff development will take place during the fall of 2010.
A.2.3.2 Develop training materials for staff development in family engagement.	2010 APSR: Achieved. OCS in partnership with Annie E. Casey, developed a curriculum for Family Engagement in December 2009. Supervisors were trained to be trainers of the curriculum. Statewide trainings will be complete by June 2010. This is the first component in increasing the frequency and quality of case worker visits.
A.2.3.3 Provide staff development to all OCS field management and front line workers on quality home visits and family engagement activities. (reference B.3.7)	

A.2.3.4 Managers and Supervisors will monitor quality and frequency of visits through ORCA, quality assurance review findings, and monthly supervisory case reviews and will develop a plan of response to address areas needing improvement. (reference B.2.2.5)	
A.2.3.5 Children Services Managers and the Child Welfare Administrator will track plans of response related to quality and frequency of visits to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.6)	
A.2.3.6 Modify ORCA in order to track case worker visits for in-home cases. (reference B.1.2)	
A.2.3.7 Modify ORCA in order to track case worker visits for parents. (reference B.1.3)	
A.2.4 Implement family contact protocol to enhance the continuity of family relationships.	
A.2.4.1 Develop a method of measurement to monitor implementation of the family contact plan. (reference B.1.4)	
A.2.4.2 Modify ORCA to accommodate family contact plan and documentation. (reference B.1.5)	
A.2.4.3 Managers and supervisors will monitor quality assurance review findings for family contact plans and develop a plan of response to address areas needing improvement. (reference B.2.2.7)	
A.2.4.4 Children Services Managers and the Child Welfare Administrator will track plans of response related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.8)	
A.2.4.5 Court Improvement Project (CIP) will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference B.3.8)	
A.2.5 Enhance administrative review process to ensure review recommendations are followed.	
A.2.5.1 Review and revise administrative review policy to include case flagging and follow up of review recommendations.	2010 APSR: Initial meetings took place in June 2010 to evaluate and strategize steps to increase the effectiveness of the administrative review process. Work will continue during 2011.

	2011 APSR: Achieved. Policy revised and disseminated in February 2011.
A.2.5.2 Disseminate policy and provide staff development to all OCS field management and front line workers on the administrative review process. (reference B.3.9)	
A.2.5.3 Managers and Supervisors will monitor quality assurance findings for administrative review follow through and develop a plan of response to address areas needing improvement. (reference B.2.2.9)	
A.2.5.4 Children Services Managers and the Child Welfare Administrator will track plans of response related to administrative review follow through to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.10)	
A.2.6 Improve process for filing of termination of parental rights including adequate documentation of compelling reasons and timely permanency goal setting and changing.	
A.2.6.1 OCS and Department of Law (DOL) will consult with the Alaska Court System for development of standardizing the process for filing of termination of parental rights (TPR) petitions and compelling reasons.	2010 APSR: In progress. Preliminary discussions have taken place to develop a more streamlined process. 2011 APSR: In progress. It was determined that while "standardizing the process" statewide would be ideal, that due to varying resource allocation across the state, it was impossible to have a consistent process statewide. DOL and OCS have established teams to evaluate current TPR procedures within judicial districts and establish standardized processes within those districts, including implementation. Committees will be lead by an Assistant Attorney General and assisted by an OCS representative with expertise in permanency planning. Any resulting recommendations will be forwarded to the court system for consideration, most likely as agenda items at regularly scheduled CINA Bench/Bar meetings.
A.2.6.2 Revise TPR/compelling reasons policy to reflect standardization of process.	2011 APSR: In progress. Processes will be developed by 10/31/11. 2012 APSR: Achieved. Regional teams within each judicial district established standards for procedures and timelines for the processing of TPRs.
A.2.6.3 Provide training to AAGs related to filing compelling reasons. (reference B.3.10)	
A.2.6.4 Provide staff development to all OCS field management and front line workers regarding TPR/compelling reasons. (reference B.3.11)	
A.2.6.5 The Court Improvement Project (CIP) will monitor timely filing of TPRs and compelling reasons.	2012 APSR Achieved: The CIP is now compiling a quarterly list of cases older than 16 months which are lacking a compelling reason or TPR petition. The AGO generates a parallel bi-annual report from its data base which is forwarded to the CIP and OCS. The CIP/OCS Managers compare and review these reports with the aim to improve

	the integrity and quality of the information and identify and address issues as they arise.
A.2.6.6 CIP will convene and support a group of stakeholders to develop a strategic plan to address concurrent planning statewide.	2012 APSR: In progress. OCS Leadership has developed a Work Plan which incorporates concurrent planning into the ongoing practice model implementation efforts around permanency. The plan includes a two-phase training schedule for all CPS staff around parent engagement/case planning to be rolled out in the Fall of 2012 and the Spring of 2013 to all staff outside of the innovation sites. The new staff trainings will incorporate concurrent planning in the curriculum. Also included in this plan are ORCA enhancements to allow for enhanced relative documentation abilities and new tools and guidance for early relative identification and engagement. Trainings for stakeholders regarding the new case planning process are scheduled for the spring of 2013. 2013 APSR: In progress. Delays due to competing priorities for ORCA enhancements as a result of lawsuits postponed the deployment of the new case plan module in ORCA until October 2013. The above described two-phase training plan was accordingly delayed to July-October 2013 in order to coincide with the new case plan template going live in ORCA in October 2013. Concurrent planning has been incorporated both into the training curriculum and new policies drafted for the roll-out of the statewide Family Services practice model (family engagement and case planning).
A.3.0 Implement the practice model from intake to case closure at Innovation Sites - Anchorage and Fairbanks. **Note: Items A.3.1 through A.3.6 will be implemented in Anchorage and Fairbanks.**	
APSR 2011: Item Added. **A.3.1.A Develop and Implement Protective Capacities Assessment in Family Services (Fairbanks/Anchorage)**	
A.3.1.A.1 Work with the NRCCPS and NRCPFC to ensure that all permanency and safety considerations are embedded in PCA.	2011 APSR: Achieved. Technical assistance was provided in September/December 2010 and February/March 2011.
A.3.1.A.2 Develop work plan and time line for PCA implementation.	2011 APSR: Achieved. Full implementation in Anchorage and Fairbanks in June 2011.
A.3.1.A.3 Develop practice guidelines/procedures and case plan format for PCA as outlined in the work plan.	2011 APSR: Achieved. In May 2011, training was provided to all management and field staff in Anchorage and Fairbanks.
A.3.1.A.4 Develop training curriculum for PCA as outlined in the work plan.	2011 APSR: Achieved. In May 2011, training was provided to all management and field staff in Anchorage and Fairbanks.
A.3.1.A.5 Continue staff attendance of Knowing Who You Are to increase cultural competency skills. (reference B.3.15)	
A.3.1.A.6 Establish quality assurance process to monitor timeliness of case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference B.1.7)	

A.3.1.A.7 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home. (reference B.3.16)	
A.3.1.A.8 Managers and Supervisors will conduct on-going quality assurance related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home and will provide reports to the Quality Assurance Unit. (reference B.2.2.15)	
A.3.1.A.9 Children Services Managers and the Child Welfare Administrator will review the reports related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home to provide feedback to ensure change activities are implemented and corrective action is taken where indicated. (reference B.2.2.16)	
2011 APSR: Item A.3.1 was replaced with A.3.1.A above and is deleted from this table.	
A.3.2 Develop and refine initial and on-going assessment of needs for children, parents, and resource families to ensure appropriate service identification and provision.	
A.3.2.1 Develop work plan for the design and systemic reinforcement for initial and on-going assessment of needs.	2011 APSR: Achieved. Work plan completed and approved in August 2010.
A.3.2.2 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks to enhance appropriate identification of needs and service provision for children, parents and resource families. (reference B.3.13)	
A.3.2.3 Managers and Supervisors will monitor quality assurance findings to ensure appropriate identification of needs and service provision is occurring and develop a plan of response to address areas needing improvement. (reference B.2.2.13)	

A.3.2.4 Children Services Managers and the Child Welfare Administrator will track plans of response related to identification of needs and service provision to ensure that program change activities are implemented and provide corrective action where indicated. (reference B.2.2.14)	
A.3.3 Safety and Risk will be addressed in all Team Decision Making (TDM) meetings.	
A.3.3.1 Create policy for facilitation of TDMs to track and report that safety and risk factors are addressed in every TDM.	2011 APSR: Achieved. Policy was revised and disseminated in December 2010.
A.3.3.2 Provide staff development to TDM facilitators in Anchorage and Fairbanks to ensure that safety and risk factors are addressed in every TDM. (reference B.3.14)	
A.3.3.3 TDM facilitators will ensure that safety plans are in place during reunification TDM if needed.	2011 APSR: Achieved. TDM facilitators are tracking whether safety plans are in place if needed during reunification TDMs.
A.3.3.4 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference B.1.8)	
A.3.4. Deleted and replaced with A.3.1.A. (2011)	
A.3.5 Implement Ice Breakers to increase placement stability. Deleted from the PIP.	
A.3.6 Redesign In-Home Program Model to increase number of children served in their own homes and enhance reunification efforts.	
A.3.6.1 Develop program statement for in-home family services.	2010 APSR: Achieved. This was developed as part of action step A.1.1 and was completed in February 2010.
A.3.6.2 Request TA from NRC for redesign of an in-home family services program.	2010 APSR: Achieved. TA was requested in May 2010. Work will begin in July 2010 and will be coordinated with the Western Pacific Implementation Center project.
A.3.6.3 Develop work plan with NRC for design and implementation of an in-home family services program.	2011 APSR: Achieved. Work plan submitted and approved February 2011.
A.3.6.4 Analyze existing Family Support, Family Preservation and Time Limited Reunification grants to ensure outcomes are reflective in supporting needs of children and families on a regional level. (reference C.3.2)	

A.3.6.5 Collect systematic data and develop reports that will provide data to track utilization at a youth/family, local and regional levels.(reference C.3.3)	
A.3.6.6 Work with OCS leadership, regional CSMs and local offices to review data and realign resources if warranted based on analysis. (reference C.3.4)	
A.3.6.7 Assess data to determine if ORCA is representing accurate in-home population.	2010 APSR: Achieved. Based on assessment of data, the ORCA design and maintenance team created and implemented an enhancement that allows workers to quickly and easily change the status of a case from initial assessment to in-home family services and out-of- home family services.
A.3.6.8 Revise in-home policy and disseminate to all Anchorage and Fairbanks staff.	2012 APSR: Achieved. The revised policy was disseminated to Anchorage and Fairbanks staff on 10/11/11 with an effective date of 10/17/11 to coincide with the staff development that occurred during the first two weeks of October 2011.
A.3.6.9 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to the in-home family services program. (reference B.3.17)	
Strategy B: Accountability and Supervision	
Goal: To enhance the fidelity of the practice model through increased quality assurance, staff development and accountability.	
Action Steps	**Annual Update (includes date completed)**
B.1.0 Develop quality assurance processes to ensure program improvements are successfully implemented and modify ORCA.	
B.1.1 Modify ORCA for tracking and monitoring of safety plans. (reference A.2.2.3)	2010 APSR: In progress. ORCA design to track and monitor safety plans has begun and will be complete by June 2011. 2011 APSR: Achieved. ORCA modification complete.
B.1.2 Modify ORCA in order to track case worker visits for in-home cases. (reference A.2.3.6)	2010 APSR: Achieved. Modifications in ORCA are complete. Staff development will be included in the quality home visit curriculum and is anticipated to be complete by November 2010.
B.1.3 Modify ORCA in order to track case worker visits for parents. (reference A.2.3.7)	2010 APSR: Achieved. Modifications in ORCA are complete. Staff development will be included in the quality home visit curriculum and is anticipated to be complete by November 2010.
B.1.4 Develop a method of measurement to monitor implementation of the family contact plan.-(reference A.2.4.1)	2010 APSR: Achieved. The Quality Assurance Unit developed a method of measurement for family contact and has begun including this component in the regularly scheduled quality assurance reviews.

B.1.5 Modify ORCA to accommodate family contact plan and documentation. (reference A.2.4.2)	2010 APSR: In progress. Modifications in ORCA are underway and will be complete by September 2010. 2011 APSR: Achieved. ORCA modifications completed September 2010.
B.1.6 Modify ORCA to support practice model integration and application within permanency planning. (reference A.3.1.5)	2011 APSR: In progress. In order to have time to implement, test and receive feedback prior to designing the ORCA modifications for Protective Capacity Assessment, this item will be completed in the upcoming year(s). 2012-2013 APSR: In progress. See B.1.9.
B.1.7 Establish quality assurance process to monitor timeliness of case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference A.3.1.6)	2011 APSR: Achieved. A process was developed and is currently being implemented.
B.1.8 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference A.3.3.4)	2011 APSR: Achieved. A methodology was developed and is currently being implemented in Anchorage and Fairbanks.
B.1.9 Modify ORCA based on evaluation of case plan design and ability to document initial and on-going assessment of needs. (reference A.3.4.4)	2011 APSR: In progress. In order to have time to implement, test and receive feedback prior to designing the ORCA modifications for Protective Capacity Assessment, this item will be completed in the upcoming year(s). 2012 APSR: In progress. All new case plan documents including the revised Case Plan, the Case Plan Evaluation Tool and the Permanency Summary Forms will be designed and vetted based on lessons learned from the innovation sites by August 2012. Statewide training on the new model and P&P will be rolled out starting in Feb. 2013 to coincide with the ORCA integration. To accommodate time-sensitive, lawsuit mandated requirements related to Notifications and Fair Hearing related updates, the permanency planning practice model integration may not be accommodated in ORCA until Feb. 2013. 2013 APSR: In progress. A new ORCA Case Plan template is in the final stages of development. Competing priorities and demands on developer time resulted in the delayed deployment of the new Case Plan in ORCA. The new anticipated go-live date for the Family Services Assessment practice model enhancements (which incorporates the documentation of initial and ongoing assessment of needs) in ORCA is October 21, 2013.
B.1.10 ORCA modification for foster care placement agreement (reference C.2.2)	2010 APSR: In progress. The Family Resource Section in conjunction with the ORCA team submitted the design modifications in May 2010. It is anticipated that the modification will be complete by November 2010. 2011 APSR: Achieved. ORCA modification completed November 2010.
B.2.0 Enhance the quality of supervision and increase accountability to keep children safe and make families stronger.	
B.2.1 Enhance the quality of supervision to support effective practice.	

B.2.1.1 Request TA from National Resource Center for Organizational Improvement (NRCOI) and Child Protection to work with supervisors to develop and implement a supervisory strategic plan.	2010 APSR: Achieved. A technical assistance request was submitted in Summer 2010 and again in January 2010.
B.2.1.2 Supervisory strategic planning team in collaboration with the National Resource Center for Organizational Improvement will develop a strategic plan.	2010 APSR: In progress. The National Resource Center for Organizational Improvement, Data and Technology and Child Protection Services attended OCS' statewide management meeting and introduced the supervisory strategic planning efforts. A group representing approximately 25 supervisors was established. The group is currently in the process of developing a strategic plan with ongoing TA. In person meetings have been in held in March, May and June of 2010 with teleconferences in the interim. 2011 APSR: Achieved. Plan approved and is currently being implemented.
B.2.1.3 Senior Leadership Team reviews and approves supervisory strategic plan.	2011 APSR: Achieved. Senior Leader Team reviewed and approved the plan December 2010.
B.2.1.4 Implement supervisory strategic plan.	2011 ASPR: Achieved. The Plan is implemented and strategies are underway and being monitored on a regular basis.
B.2.1.5 Develop program case staffing guidelines for supervisors to ensure the safety, permanency and well-being of all children.	2010 APSR: In progress. Consultation with the supervisory strategic planning group to ensure all aspects are addressed has begun. 2011 APSR: Achieved. Case staffing guidelines are completed and will be implemented in 2011.
B.2.1.6 Evaluate and revise supervisory curriculum and incorporate relevant strategic plan components based on TA.	2012 APSR: Achieved. The supervisory curriculum was revised by the academy in August 2011.
B.2.2 Improve leadership accountability to ensure standards of service.	
B.2.2.1 Managers and Supervisors will monitor ORCA reports to ensure timeliness of initiation and develop a regional response plan to address when timelines are not met. (reference A.2.1.7)	2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Managers and Supervisors are provided with ORCA dashboard reports on a weekly basis which highlight timeliness of initiation and closure of PSRs, and status of monthly caseworker visits. Report Manager in ORCA is being modified in June 2012 to further streamline and organize reports for easy access and reference for manager/supervisor area of expertise. 2013 APSR: Achieved. Managers and Supervisors now have access to numerous on-demand data reports in ORCA. Managers closely monitor a variety of regional outcome measures on a weekly and monthly basis.
B.2.2.2 Children Services Managers and the Child Welfare Administrator will track plans of response related to timely initiation to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.1.8)	2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children's Services Managers and will be submitted to ACF in September 2010. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. All OCS managers and supervisors were re-oriented to the process and expectation of writing and monitoring meaningful Field Office Program Improvement Plans (FOPIPS) during the Feb. 2012 Statewide Leadership Conference. New

	FOPIPs must be drafted by regional and field office staff within 30 days of the most current field office quality assurance review. FOPIPs are reviewed by Senior Leadership and monitored by regional managers. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.3 Managers and Supervisors will monitor quality assurance findings to ensure appropriate services are provided to children and parents to manage threats to safety and to ensure that safety plans are in place and develop a plan of response to address areas needing improvement. (reference A.2.2.4)	2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.4 Children Services Managers and the Child Welfare Administrator will track plans of response related to management of safety threats and safety plans to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.2.5)	2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children's Services Managers and will be submitted to ACF in September 2010. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.5 Managers and Supervisors will monitor quality and frequency of visits through ORCA, quality assurance review findings and monthly supervisory case reviews and will develop a plan of response to address areas needing improvement. (reference A.2.3.4)	2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.6 Children Services Managers and the Child Welfare Administrator will track plans of response related to quality and frequency of visits to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.3.5)	2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children's Services Managers and will be submitted to ACF in September 2010. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.7 Managers and Supervisors will monitor quality assurance review findings for family contact plans and develop a plan of response to address areas needing improvement. (reference A.2.4.3)	2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review. 2011 APSR: In progress. Plans of response are being updated and monitored.

	2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.8 Children Services Managers and the Child Welfare Administrator will track plans of response related to family contact to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.4.4)	2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children's Services Managers and will be submitted to ACF in September 2010. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Completed Family Contact Plans are a specific data element tracked and reported on during quality assurance reviews. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.9 Managers and Supervisors will monitor quality assurance findings for administrative review follow through and develop plan of response to address areas needing improvement. (reference A.2.5.3)	2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.10 Children Services Managers and the Child Welfare Administrator will track plans of response related to administrative review follow through to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.5.4)	2010 APSR: In progress. The plans of response are currently being reviewed quarterly by Children's Services Managers and will be submitted to ACF in September 2010. 2011 APSR: In progress. Plans of response are being updated and monitored. 2012 APSR: In progress. Plans of response are being updated and monitored. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
~~B.2.2.11 Managers and Supervisors will monitor quality assurance review findings related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure and develop a plan of response to address areas needing improvement. (reference A.3.1.7) (Anchorage and Fairbanks)~~	2011 APSR. Deleted. This item was incorporated into B.2.2.15.
~~B.2.2.12 Children Services Managers and the Child Welfare Administrator will track plans of response related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.3.1.8) (Anchorage and Fairbanks)~~	2011 APSR. Deleted. This item was incorporated into B.2.2.16.

B.2.2.13 Managers and Supervisors will monitor quality assurance findings to ensure appropriate identification of needs and service provisions is occurring and develop a plan of response to address areas needing improvement. (reference A.3.2.3) (Anchorage and Fairbanks)	2011 APSR: In progress. Plans of response are being developed for this quality assurance finding. 2012 APSR: In progress: Anchorage OCS worked with the NRC for Organizational Improvement for consultation around the development of Plan of Responses. OCS recognized that there needs to be fewer items that will have a broader impact. With this approach, items are more quantifiable and measurements are more precise. The strategies learned from this consultation session were shared with all managers during the Feb. 2012 Statewide Leadership Meeting. 2013 APSR: Achieved. The FOPIP process is fully implemented and supported by easily accessible on-demand data reports for managerial oversight.
B.2.2.14 Children Services Managers (CSM) and the Field Administrator will track plans of response related to identification of needs and service provision to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.2.3.4) (Anchorage and Fairbanks)	2012 APSR: In progress: Per the guidelines issued to all OCS managers and supervisors in Feb. 2012, the Field Administrator, CSM, and State Office Panel must review updated FOPIPs on a quarterly basis. 2013 APSR: Achieved. The State Office Panel continues to review updated FOPIPs.
B.2.2.15 Managers and Supervisors will conduct on-going quality assurance related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home and will provide reports to the Quality Assurance Unit.(revised reference A.3.1.A.8)	2012 APSR: Achieved. OCS has implemented a case transfer process to insure the timely transfer of cases from Initial Assessment to Family Services. During the quality review process, a review is conducted to determine if the case transfer process was utilized. Quality Assurance around the Assessment/Reassessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning, Conditions for Return Home is occurring at the practice level through regional case reviews.
B.2.2.16 Children Services Managers and the Child Welfare Administrator will review the reports related to Case Transfer, Assessment of Protective Capacities and Needs, Continued Safety Management, Enhance Case Planning - Parent/Child/Tribe - 30 days in-home/60 days out-of-home, Reassessment of Protective Capacities, Needs and Safety, Conditions for Return Home to provide feedback to ensure change activities are implemented and corrective action is taken where indicated.(reference A.3.4.8) (revised reference A.3.1.A.9)	2012 APSR: In progress. Children Services Managers and the Field Administrator are provided with the reports related to these quality assurance measures. Change activities are incorporated into FOPIPs and corrective action is taken where indicated. 2013 APSR: Achieved. Managers continue to review CQI Site Review reports. These reports help inform FOPIPS.
B.2.2.17 Develop ORCA dashboard to measure monthly supervisory case staffing.	2011 APSR: Achieved. A report was developed and is available to all OCS managers and supervisors within the state.
B.3.0 Staff Development	
B.3.1 Develop dissemination and staff development plan for practice model and program statements. (reference A.1.2)	2010 APSR: Achieved. A comprehensive plan was developed to ensure that stakeholders were informed and understand the Practice Model and Program Statements.

B.3.2 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference A.1.3)	2010 APSR: Achieved. Dissemination and staff development was provided to approximately 90% of staff from December 2009 through May 2010. Some regions are beginning to incorporate the practice model and program statements into their "welcome" packets as staff is hired. The documents are also addressed during SKILS training. All new staff will be receiving the practice model and program statements in varied forums. In addition, the practice model and program statements are being interwoven into all facets of the work
B.3.3 Provide staff development to all OCS field management and front line workers based on the Program Instruction for timely assignment and initiation of all protective services reports. (reference A.2.1.3)	2010 APSR: Achieved. Regional management has been providing staff development since February related to timely assignment and initiation. The first round of staff development was held in February with follow-up trainings in March. Supervisors are following up with staff that were unable to attend the February and March trainings to ensure they understand the revisions to the policy.
B.3.4 Provide training to all statewide intake staff. (reference A.2.1.5)	2011 APSR: Achieved. Training regarding enhanced intake was held in August 2010.
B.3.5 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference A.2.1.4 and A.2.1.4.6)	2011 APSR: This item will be addressed in 2013 or 2014. 2013 APSR: No longer necessary. See A.2.1.4. This item has been removed from the CFSP with no further action required.
B.3.6 Provide staff development to all OCS field management and staff around the purpose, application and analysis of information gathered and how it informs the identification of safety threats and protective capacities/needs as well creation and management of safety plans. (reference A.2.2.2)	2011 APSR: Achieved. Training was provided during November and December 2010.
B.3.7 Provide staff development to all OCS field management and front line workers on quality home visits and family engagement activities. (reference A.2.4.3)	2010 APSR: In progress. Family engagement training has occurred in all regions and field offices. Quality home visit curriculum will be developed during the fall of 2010 and staff development will take place in November 2010. 2011 APSR: Achieved. Training was provided during November and December 2010.
B.3.8 CIP will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference A.2.4.5)	2010 APSR: Achieved. The Alaska Court System Fall Judicial Conference was held on October 30, 2009. The Honorable Judge Tan served as moderator during the family contact session that addressed the legal, policy and practice issues of the new family contact plan.
B.3.9 Disseminate policy and provide staff development to all OCS field management and front line workers on the administrative review process. (reference A.2.5.2)	2011 APSR: Achieved. Training was provided in January, February and March 2011, with follow up training provided in April 2011.
B.3.10 Provide training to AAGs related to filing compelling reasons. (reference A.2.6.3)	2011 APSR: Achieved. Training was provided to all Child Welfare AAGs in October 2010.

B.3.11 Provide staff development to all OCS field management and staff regarding TPR/compelling reasons. (reference A.2.6.4)	2011 APSR: Achieved. Regional teams within each judicial district established standards for procedures and timelines for the processing of TPRs. Detailed expectations and a visual flowchart were individually developed and distributed to appropriate OCS staff for each judicial district in November 2011. Mandatory staff trainings were facilitated to familiarize all OCS field staff on standardized procedures.
~~B.3.12 Provide staff development through use of training curriculum to all OCS management and front line workers in Anchorage and Fairbanks related to case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure. (reference A.3.1.4)~~	2011 APSR: Deleted. This item was incorporated into B.3.16.
B.3.13 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks to enhance appropriate identification of needs and service provision to children, parents and resource families. (reference A.3.2.2)	2011 APSR: Achieved. Training was provided in November and December 2010 with makeup training in January 2011.
B.3.14 Provide staff development to TDM facilitators in Anchorage and Fairbanks to ensure that safety and risk factors are addressed in every TDM. (reference A.3.3.2)	2011 APSR. Achieved. Training was provided in November 2010.
B.3.15 Continue staff attendance of Knowing Who You Are (KWYA) to increase cultural competency skills. (reference A.3.4.5)	2010 APSR: On-going. Since July 2010, there have been nine trainings with approximately 180 participants. Training is provided to both tribal agencies and OCS staff. In April 2010, OCS sponsored an "Undoing Racism" training for tribes and OCS staff who will continue on the path to be trainers. OCS will continue to support KWYA. 2011 APSR: On-going. Over the past year, there were five workshops with over 100participants. 2012 APSR: On-going: Over the past year there were eight workshops, with 145 participants, of which 74 were OCS staff.
B.3.16 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to involving parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals. (reference revised A.3.1.A.7)	2011 APSR: Achieved. Staff development was provided to all front line and field management in May 2011. Tribal partners within the Anchorage and Fairbanks areas were invited to the training.
B.3.17 Provide staff development to all OCS field management and front line workers in Anchorage and Fairbanks related to the in-home family services program. (reference A.3.6.9) (Anchorage and Fairbanks)	2012 APSR: Achieved. Fairbanks and Anchorage staff were trained in October 2011.
B.3.18 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference C.1.1)	2010 APSR: In-progress. During the CFSR, it was noted that workers struggled with the documentation of compelling reasons in ORCA, as a result staff development was provided to staff during May and June 2010 with additional follow up staff development in July 2010.

	2011 APSR: Achieved. Follow up training was provided in July 2010.
B.3.19 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference C.1.3)	2011 APSR. Achieved. Training was provided during the summer of 2010.
B.3.20 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference C.1.4)	2010 APSR: Achieved. Training was provided during the Child Protection CINA Conference held by the Department of Law on October 28, 2009. Margaret Burt facilitated discussions related to quality permanency hearings which included "legal time bombs" to permanency.
B.3.21 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference C.1.5)	2010 APSR: Achieved. The Alaska Court System Fall Judicial Conference was held on October 30, 2009. Joanne Brown, Consultant for the American Bar Association Center on Children and the Law served as moderator during the permanency hearing session.
B.3.22 Provide staff development to all OCS field management and front line workers on policy, forms, and protocols for creating foster care agreements. (reference C.2.4)	2010 APSR: In progress. ORCA modifications are in progress; staff development materials will be developed. Estimated date of completion is August 2011. 2011 APSR: Achieved. Training was provided in February, March, April and May 2011.
B.3.23 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference C.2.6)	2010 APSR: Achieved. Training was piloted in November 2009 and completed in December 2009.
B.3.24 Develop an on-going evaluation system for each individual that has successfully completed SKILS and their supervisor.	2010 APSR: Achieved. The Family and Youth Services Training Academy (FYSTA) in collaboration with the FYSTA Advisory Group has modified their existing evaluation system to include a supervisory component.
B.3.25 SKILS and Supervisory training curriculums will be updated to reflect all staff development provided in the PIP.	2010 APSR: In-progress. As a result of the work related to enhancing initial assessment, FYSTA has modified the SKILS curriculum to incorporate the newly designed present danger assessment and protective action plan training and will be incorporating impending danger assessment and safety planning in fall/winter of 2010. FYSTA also incorporated components of the Family Engagement training that was developed as part of the PIP. 2011 APSR: In progress. Training curriculum has been revised to incorporate family engagement, quality case worker and initial and on-going assessment. 2012 APSR: Achieved. All new training enhancements tied to the PIP have now been fully incorporated into the SKILs curriculum.
B.3.26 Develop a diverse advisory group statewide to inform FYSTA curriculum effectiveness.	2010 APSR: Achieved. The advisory group consisting of representation of workers, supervisors and tribal partners was formed in October 2010. Recommendations from the group have been provided to FYSTA and included a pre-SKILS preparation and feedback loop component to enhance training and job performance.
B.3.27 Submit advisory board recommendations for review and approval to FYSTA and OCS for possible revisions.	2010 APSR: On-going. Recommendations have been submitted as indicated in B.3.26 resulting in a revision in the on-going evaluation and pre-training component of SKILS.

	2012 APSR: Achieved. Any proposed changes to SKILs are vetted through a variety of stakeholders. Including OCS supervisors/managers, tribal partners and others.
B.3.28 Develop standardized on the job training for workers between the four weeks of SKILS training.	2010 APSR: In progress. The Recruitment and Retention work group is currently developing a standardized on the job training which will take place after the first two week session of SKILS training. The training packet should be complete by February 2011. 2011 APSR: Achieved. OJT was completed February 2011.
B.3.29 Implement on the job training for new workers in Anchorage and Fairbanks and acquire feedback from all workers that completed the training.	2011 APSR: Achieved. On the job training was implemented in February 2011. This will monitored as part of the Recruitment and Retention work in the future.
B.3.30 Review feedback for on the job training and revise curriculum if determined necessary.	2011 APSR: Achieved. Based on the feedback from staff, the curriculum was revised in May 2011.
APSR 2013: Item Added. **B.4 Improve Accountability through the enhancement of the client Complaint/Grievance Procedure**	
B.4.1 Revise State Regulations and OCS Policy regarding Client Complaint procedure	2013 APSR: In progress. New regulations were drafted and published for public comment in March 2013. The regulations are in the final stage of internal review and are anticipated to be finalized by August 2013. New policy is in draft form awaiting finalization of the regulations.
B.4.2 Create new forms and instructions to be posted on the OCS website	2013 APSR: In progress. Forms and instructions have been drafted and are awaiting final approval of regulations to be finalized.
B.4.3 Develop and launch staff development regarding new policy and procedures	2013 APSR: The staff development plan includes developing a webinar; writing a Frontline article; briefing managers and supervisors on the new Complaint policy and procedures; providing all staff with the new policy and procedure, associated forms/guides, and the deadline to complete the Webinar; discussing the complaint process in all-staff meetings and unit meetings; and sending all staff information on the Complaint process through "questions of the week." The staff development plan will be launched once the new regulations are finalized.
B.4.4 Implement new electronic tracking system for complaints	2013 APSR: In progress. OCS leadership is working with the DHSS IT department on the development of a new tracking system.
Strategy C: Strengthening Systems	
Goal: To provide systems that ensures the safety, permanency and well being of children through the life of the case.	
Action Steps	**Annual Update (includes date completed)**
C.1.0 Case Review System	

C.1.1 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference B.3.18)	
C.1.2 Develop protocols related to statewide standardization of court hearing notification process.	2010 APSR: In progress. Preliminary discussions with the DOL have taken place. Protocols will be developed during 2011. 2011 APSR: Achieved. Policy was revised and staff development was provided in September and October 2010.
C.1.3 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference B.3.19)	
C.1.4 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference B.3.20)	
C.1.5 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference B.3.21)	
C.1.6 CIP will research why there are last minute court hearing changes and determine if uniformity statewide is possible and make recommendations.	2011 APSR: Achieved. The CIP determined that most of the scheduling changes occurred based on the parties request and not the court system.
C.1.7 Develop and implement a quality assurance measure for notification of court hearings for resource families.	2011 APSR: In-progress. The quality assurance measure was developed and implemented in November 2010. Measures will be provided to Region X in August 2011. 2012 APSR: Achieved. This measure is routinely tracked during field office quality assurance review and documented in the quality assurance reports.
C.2.0 Recruit and Retain Resource Families	
C.2.1 Review and revise policy to standardize the process for foster care placement agreements.	2010 APSR: In progress. Policy is currently be revised to reflect the new foster parent agreement/plan and support the upcoming ORCA modifications. 2011 APSR: Achieved. The policy was revised and effective February 2011.
C.2.2 ORCA modification for foster care placement agreement. (reference B.1.10)	
C.2.3 Develop training protocol for foster care agreements.	2010 APSR: In progress. Protocol is being developed and will incorporate ORCA modifications. Target date for completion is March 2011. 2011 APSR: Achieved. A Policy Overview and ORCA Guidance document was completed and provided to managers for staff development purposes in January 2010.

C.2.4 Provide staff development to all OCS field management and front line workers on policy, forms, and protocols for creating foster care agreements. (reference B.3.22)	
C.2.5 Develop policy and procedures for a new culturally competent assessment and evaluation of potential resource families (Casey Family Assessment Inventory- CFAI).	2010 APSR: Achieved. Policy was developed and implemented February 2010.
C.2.6 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference B.3.23)	
C.2.7 Collect CFAI data outcomes related to the strengths and weaknesses of resource families along with training and support needs.	2010 APSR: In progress. 80 Assessments were completed between 1/1/2010 and 3/31/2010. Not enough data has been collected to determine trends at the time of this report. Second quarter data to be requested 7/1/2010; third quarter data will be requested 10/1/2010; fourth quarter data will be requested 1/1/2011. Data outcomes will be reviewed by 8/1/2011 and 2/1/2011. 2011 APSR: Achieved. There were 510 assessments completed over the last year. The results found have shown individual responses which have needed follow up by the OCS licensing worker. OCS will be working with the Alaska Center for Resource Families over the next year to find ways to incorporate the assessment results into the CORE training so that the areas are fully addressed in our training curriculum.
C.2.8 Technical assistance and support from Denise Goodman to assist in development of a Recruitment and Retention Plan requested through Region 10.	2010 APSR: Activity modified. Achieved. TA was not requested as assistance from Denise Goodman was provided through Annie E. Casey as a part of the Family to Family Initiative. Technical assistance occurred 3/1/2010 to 3/5/2010.
C.2.9 Establish a team to develop recruitment and retention plans for resource families for use on both a statewide and regional basis - these plans will encompass strategies for outreach and support to Alaska Native resource families and for the development of resource homes to meet the needs of specific children.	2010 APSR: In progress. Regional recruitment teams were created by June 15, 2010 in Anchorage, South Central and Northern regions. Plan development has just begun. Final regional plans are anticipated to be complete by October 2010. 2011 APSR: Achieved. The plans have been developed.
C.2.10 Implement recruitment plan and monitor progress.	2011 APSR: Achieved. The Recruitment and Retention Plans are currently being implemented. Other action steps related to resource families are addressed in Strategy E of this plan.
C.2.11 Establish resource family advisory board.	2011 APSR: Achieved. The board has been established and is meeting on a regular basis.
C.2.12 Use Support, Development and Recruitment (SDR) process in Anchorage and Fairbanks to develop innovative strategies related to retention of foster homes. (Anchorage and Fairbanks)	2010 APSR: In progress. SDR teams have been incorporated into the recruitment and retention planning teams in Anchorage and Fairbanks. 2011 APSR: Achieved. Strategies are included in the R&R plans.
C.2.13 Establish requirement that ensures all resource families receive CORE training within one year from beginning of licensing process.	2010 APSR: Achieved. Policy changes were implemented on May 28, 2010.

C.2.14 Track new and current resource families and their compliance with training requirements.	2010 APSR: On-going. Tracking systems in place through the training grantee. Quarterly training compliance reports are submitted to OCS staff. 2011 APSR. Achieved. According to the Alaska Center for Resource Families 57% of foster parents completed CORE within the first year. Work will continue to increase compliance.
C.3.0 Service Array	
C.3.1 Request National Resource Center TA (or consultants) to assist in evaluation of grants.	2010 APSR: Achieved. A request to modify the action was submitted to Region X in May 2010. The modification is: "Request NRC TA assist with substance abuse service delivery". During the past year, OCS has shored up internal measures for grants which will adequately determine the efficacy of the grants and are working on strategies to further improve outcomes to ensure grants support the needs of the community. The Mental Health Trust Authority has out stationed a position with the Department of Health and Social Services to utilize Results Based Accountability to identify program measures that will supplement our current efforts. Work with WPIC will also assist in the evaluation of grants. In addition, TA modification supports work in relation to substance abuse since it's one of major service array factors in children being placed out of their homes. For example, only 40% of women referred by OCS to substance abuse in-patient programs, complete treatment. Clearly there are both access issues to assessment and problems with completion of treatment programs. OCS will work with the Division of Behavioral Health to improve these issues.
C.3.2 Analyze existing Family Support, Family Preservation and Time Limited Reunification grants to ensure outcomes are reflective in supporting needs of children and families on a regional level. (reference A.3.6.4)	2010 ASPR: In progress. Analysis of grants is underway and will continue over the next year. 2011 APSR: Achieved. Analysis of in-home grants was completed for the purposes of the PIP, however, on-going analysis will continue over the upcoming years.
C.3.3 Collect systematic data and develop reports that will provide data to track utilization at a youth/family level, local and regional levels. (reference A.3.6.5)	2010 APSR: In progress. Data is being collected and evaluated for SFY2009. 2011 APSR: Achieved. Data reports have been developed and data for SFY2010 is currently being evaluated and will be on an on-going basis.
C.3.4 Work with OCS leadership, regional CSMs and local offices to review data and realign resources if warranted based on analysis. (reference A.3.6.6)	2012 APSR: Achieved. Grant outcomes for FY 2010 and 2011 were reviewed. It was determined that Family Preservation Grantee Services were minimally utilized in most funded service areas; however, a need for services was identified in Kenai and Fairbanks. In FY 2012 funding for the expansion of Family Support services in Fairbanks was expanded. Time-Limited Family Reunification and Family Contact Services Center grantees are well utilized in all communities where these services are funded. The area with the greatest unmet need is Wasilla. Additional funding was allocated to this region in FY 2012.
C.3.5 Collaborate with Division of Behavioral Health to determine the possibility of increasing access and prioritizing behavioral health services to OCS clients.	2011 APSR: Achieved. OCS worked with DBH to prioritize and increase access to services to OCS clients. The following were some highlights from the work effort. • The Family Care Court in Anchorage serves clients referred by OCS. • Through an RSA from OCS, women with children from the YK

	delta are eligible to attend in-patient treatment at Akeela House. There are 5 treatment beds available. • All women specific grants prioritize OCS clients. • There are woman specific programs in Anchorage at South Central Foundation 14-beds, and Salvation Army Clitheroe Center 16-beds. • In Fairbanks the Fairbanks Native Association has16-TX beds. • In preparing RFPs, DBH has been soliciting input from OCS to make sure DBH grants will work effectively for OCS clients. In a recent Treatment Foster Homes grant, OCS comments were incorporated into the proposal prior to release.
C.4.0 Agency Responsiveness to the Community	
C.4.1 Develop collaboration and coordination plan to monitor and evaluate CFSP and PIP status and progress including internal and external stakeholders.	2010 APSR: Achieved. A plan was submitted and approved to Region X on February 28, 2010. Coordination efforts during the development and subsequent approval of the PIP have been on-going. Efforts to engage stakeholders in development of the CFSP and the 2010 APSR are on-going.
C.4.2 On-going monitoring/evaluation of the 5-year plan will take place during regularly scheduled meetings of the Regional Continuous Quality Improvement Teams, Court Improvement Project, Tribal State Collaboration Group, Birth Parents, Citizen's Review Panel, Facing Foster Care in Alaska Youth & Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children's Justice Task Force, IV-B Grantees, partner divisions.	2010 APSR: On-going. OCS uses existing forums to monitor and evaluate the 5-year plan which incorporates the PIP. In order to gather input on the plan for our annual report, OCS has asked for input from the following groups: Regional Continuous Quality Improvement Teams, Court Improvement Project, Tribal State Collaboration Group, Citizen's Review Panel, Facing Foster Care in Alaska Youth & Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children's Justice Task Force, IV-B Grantees, partner divisions via Children's Policy Team. OCS is working on establishment of a birth parent group. 2011 APSR: On-going. Over the past year, the following groups were provided the opportunity to provide input on the plan: Court Improvement Project, Tribal State Collaboration Group and BIA Tribes, Regional Groups, OCS Executive Steering Committee /All Staff, Greater Anchorage Area Partnership, Citizen's Review Panel, Facing Foster Care in Alaska, Children's Justice Task Force and Child Advocacy Centers. 2012 APSR: Ongoing. Over the past year, the following groups were provided the opportunity to provide input on the plan: Court Improvement Project, Tribal State Collaboration Group, Regional Groups, OCS Executive Steering Committee /All Staff, and GALs/CASAs. In addition, the CFSP was highlighted during the PIP close-out celebration and in the new OCS external newsletter. 2013 APSR: Ongoing. Over the last year progress made and updates to the CFSP continued to be shared with the Tribal State Collaboration Group, the OCS Staff Advisory Board, The Foster Parent Advisory Board, the Court Improvement Project, Facing Foster Care in Alaska, Children's Justice Task Force, The Health Oversight Committee, GAL's & CASAs and numerous other stakeholders through our external newsletter.

Strategy D: Enhance Tribal and State Relations / Reduce Disproportionality / Increase ICWA Compliance	
Goal: Keeping Alaska Native Families intact while providing a culturally competent continuum of services to protect and promote healthy communities.	
Action Steps	**Annual Update (includes date completed)**
D.1.0 Promote positive state and tribal collaboration relations, build tribal capacity, reduce disproportionality and increase ICWA compliance.	
D.1.1 Continue to meet with Tribal State Collaboration Group (TSCG) 3 times per year and other scheduled meetings related to the Alaska Child Welfare Disproportionality Reduction Project.	2010 APSR: On-going. Meetings were held on October 5-9, 2009, February 8-11, 2010, and May 11-13, 2010. OCS continues to meet three times a year with Tribal State Collaboration Group to focus on work pertaining to disproportionality and ICWA practices. In addition, OCS has also committed to the work of the Western Pacific Implementation Center, Alaska Child Welfare Disproportionality Reduction project. OCS also has involved local staff management to discuss process and strategies, and how they affect each regional office, native families in the system, and local partnerships. As a result of TSCG meetings, OCS developed a concern flow chart to assist tribal partners in knowing who/how to contact OCS to resolve issues. Protocols for sharing protective services report information is currently being drafted and will be finalized in July 2010. During TSCG in May 2010, it was decided that there would be breakout sessions for OCS Managers to work with Tribal Managers within their region to problem solve issues particular to that region and/or field office. In addition, during this forum, OCS sought input and shared the Child & Family Services Plan (CFSP) with TSCG, Tribal Caucus, and WPIC members. This has occurred at in-person meetings, as well as via emails that include other tribal members that do not attend TSCG on a regular basis. OCS has posted the CFSP on the OCS web page. After design of the ICWA page, the CFSP and subsequent annual progress reports will be posted for easy reference for tribal partners. 2011 APSR: On-going. During the last reporting period, TSCG meetings were held on October 4 & 5, 2010, January 25 & 26, 2011, and May 9 & 10, 2011 during which times the APSR was shared and discussed. In addition, the APSR was sent to all BIA tribes in Alaska for review, comment and input. OCS continues to partner with tribes on the design of on-going updates for the Indian Child Welfare state based web page. A section for community partner contacts, which native organizations and tribes send updates was added this year. In addition, at the request of the tribal partners, there was a section added to include "Questions of the week" to help tribal partners and OCS staff use consistent terminology related to practice. OCS invited tribal partners to join the Executive Steering Committee and Statewide Policy work groups.

	OCS has also invited and funded tribal partners to participate in Protective Capacities Assessment (PCA) Training to provide Tribal partners the opportunity to learn about and provide input on the PCA process before it's finalized and rolled out statewide. 2012 APSR: On-going. During the last reporting period, Tribal State Collaboration was held on October 26-27, 2011, February 8 & 9, 2012 and May 9 & 10, 2012 during which times the APSR was shared and discussed. During each meeting, two additional days were spent on WPIC work. Over the last year, each regional office which has tribal grantees, has established additional meetings to continue on-going communication about how to address linking families to culturally appropriate services OCS continues to partner with tribes and support updates for the Indian Child Welfare state based web page. During the past year, OCS developed a new SAWCIS data page which organizes native youth tribal affiliation, enrollment, parent's tribal affiliation, and intervening tribe. This enhancement allows the current system SACWIS system to determine specific data on: • Native youth involved with OCS • Which youth are identified under the ICWA laws • Which youth and parents are enrolled in tribes? • Which tribes are intervening? 2013 APSR: On-going. During the last reporting period, Tribal State Collaboration meetings were held on October 11-12, 2012; February 5-8, 2013; and May 7-9, 2013. The APSR was shared and discussed and two additional days were spent on WPIC work at the February meeting. Over the past year, OCS employees participated in joint leadership conferences with regional tribal partner employees and ICWA workers. The first conference was held on April 7-10, 2013, in Tulsa, Oklahoma. The second was held on May 1-3, 2013, in Nome, Alaska. The third was held on May 21-23, 2013, in Kotzebue, Alaska. The CFSP was reviewed with Tribal Partners during the February 2013. OCS continues to partner with tribes and support updates for the Indian Child Welfare state based web page.
D.1.2 Support work on goals, objectives, and tasks set forth in the Alaska Child Welfare Disproportionality Reduction Project's Technical Assistance Plan.	2010 APSR: On-going. Western Pacific Implementation Center (WPIC) meetings are held in addition to and during TSCG. OCS attended in person meetings in August 2009, October 2009, November 2009, February 2010 and May 2010. Teleconferences were held in December 2009 and January 2010. Planning efforts are underway for WPIC mini conference to take place in August 2010. OCS has named State participants in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Each work group is setting outlines for tasks and objectives. Work groups are as follows: • Design of In-Home Service Programs • Tribal In-home Services: Service Model/Practice Design (FGDM & Family Preservation) • Workforce/Training • Tribal Case Management • State Capacity to Maximize Use of Tribal In-home Services:

	Practice Model/Policy & Procedures • Tribal Foster Home Licensing Standards OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project. 2011 APSR: On-going. WPIC meetings were held on October 2010, January 2011, and May 2011. One work group completed its goal – Design of In-Home Programs. In October of 2010, The Tribal Foster Home Licensing Standards work group submitted final standards to Region X. The standards were deemed in accord with federal requirements and are approved to be used for Tribal Title IV-E Pass Through Maintenance and Direct Funding. The group is currently working to design a process including forms for tribal implementation. A WPIC mini-conference was held August 3-6, 2010, in Juneau. The conference included OCS, tribal and community partners. Individuals from Hawaii presented on disproportionality and alternative response programs. In April 2011, OCS collaborated with tribal partners to present at the National Indian Child Welfare Association's 29th Annual "Protecting Our Children" conference on child abuse and neglect. The collaboration team was keynote speakers to over 800 participants, presenting on the Alaska Child Welfare Disproportionality Project. 2012 APSR: On-going. WPIC meetings are held in addition to and during TSCG. Two additional days were added to TSCG meetings held in October 2011, January 2012, and May 2012. A "Leadership Summit" was held September 19-22, 2011, with Tribal partners, OCS, community partners, GALs, AAGs and politically elected officials in attendance. OCS continues to have State representatives in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Work group updates are as follows: • Design of In-Home Service Programs (funding mechanism) • Tribal In-Home Implementation Work Group (TWIIG) • Data • Linkages (linking services for families) • Tribal Foster Home Licensing Standards OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project. In addition, during the past year, WPIC members (OCS and tribes) were asked to speak at the Midwest Child Welfare Implementation Center 5th Annual regional conference in Green Bay, Wisconsin held on April 3 & 4, 2012. Presenters spoke about the WPIC work in Alaska and the steps taken towards collaboration. Presenters also helped facilitate two breakout sessions on Tribal/State collaboration and tribal licensing issues. 2013 APSR: On-going. WPIC meetings were held in addition to and during the TSCG meeting on February 5-8, 2013. Two additional days were added to TSCG meetings held in February 2013.

	Over the past year, OCS employees participated in joint leadership conferences with regional tribal partner employees and ICWA workers. The first conference was held on April 7-10, 2013, in Tulsa, Oklahoma. The second was held on May 1-3, 2013, in Nome, Alaska. The third was held on May 21-23, 2013, in Kotzebue, Alaska. OCS continues to have State representatives in every work group identified in the WPIC project. Each participant was specifically identified to match the needs of the project and be able to bring specific sets of skills and knowledge to the process. Work group updates are as follows: • Design of In-Home Service Programs (funding mechanism) • Tribal In-Home Implementation Work Group (TWIIG) • Data • Tribal Foster Home Licensing Standards OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project. In addition, during the past year, WPIC members (OCS and tribes) were asked to speak at the 31st Annual National American Indian Conference on Child Abuse and Neglect held on April 7-10, 2013, in Tulsa, Oklahoma. Presenters spoke about the WPIC work in Alaska and the steps taken towards collaboration. Presenters also helped facilitate two breakout sessions on Tribal/State collaboration and tribal-in-home services.
D.1.2.a (added 6/10): OCS will work with tribes across the state to strengthen relationships and coordinate services.	2010 APSR: On-going. In addition to working with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, OCS works individually with tribes throughout Alaska. Much of this work is conducted through the tribal regional organizations that coordinate ICWA work throughout their region. Often times, ICWA Specialists and frontline staff work with tribal representatives on a case by case basis through the administrative review processes, team decision making meetings, relative searches, and cultural continuity case planning. During the past year, OCS and tribal representatives have worked together on the following: • Court Improvement Project, ICWA subcommittee • BIA Provider's Conference • Bring The Kids Home Conference • Chugachmuit's Parenting and Family Resource Conference • Maniilaq/Kotzebue ICWA Conference • Specialized ICWA Training • Knowing You Who Are & Undoing Racism OCS recognizes and values relationship building and team partnerships as illustrated in the following list. • OCS ICWA Specialists and tribal partners attended the National ICWA Conference in Portland, Oregon. Groups were able to participate in discussions around new ideas of collaborations and partnering. • OCS held a gathering for new Tribal ICWA workers through the collaboration with Gloria Gorman from the BIA and Cook Inlet Tribal Council. • ANFP unit (Alaska Family Preservation) is a collaborative partnership which has members from the Native Village of

	Eklutna, Cook Inlet Tribal Council, and OCS, all on one team. The team works with Native families that are in-home pre-custody. • The Anchorage Regional Disproportionality Team, OCS and tribal partners meet to discuss change in system structures to address disproportionate numbers of Alaska Native families involved with the child welfare system. In Anchorage, the new employee orientation includes on-site meetings with three tribal or Native organizations in order to strengthen relationships and coordinate services. Appendix B illustrates tribes/tribal organizations that participate in TSCG, WPIC, Title IV-B, and Title IV-E programs as well as consult individually with OCS staff. 2011 APSR: On-going. In addition to working with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, OCS works individually with tribes throughout Alaska. ICWA Specialists and front line staff continue to collaborate on a case by case basis. Tribal partners are invited to administrative reviews and case planning discussions. Other examples of collaboration over the last include: • Each OCS region co-facilitates ICWA training regionally for new employees. • ICWA specialist and OCS staff have increased participation in tribal events such as conferences (NICWA, KANA) and trainings (KWYA, Undoing Racism, ICWA). • In Anchorage, new employees are now shadowing tribal partners to help build partnerships at the start of hire. 2012 APSR: On-going. OCS continues to work with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, as well as individually with tribes throughout Alaska. OCS and Tribal representatives continue to serve on and work together on the Court Improvement Project, BIA Providers' Conference, OCS Executive Steering committee and policy work group, Specialized ICWA training, KWYA, and Undoing Racism training. ICWA Specialists and frontline staff continue to work with tribal representatives on a case by case basis through the administrative review processes, team decision making meetings, relative searches, and cultural continuity case planning. OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. In 2012 there were four workshops statewide with over 100 participants. Workshops included community partners, law enforcement, education workers, tribal workers, OCS, and non-profit organizations. OCS and tribal partners also held their second Knowing Who You Are train-the-trainers session which will establish 20 more KWYA trainers throughout Alaska. Trainers were identified in remote areas to be able to reach more participants. 2013 APSR: On-going. OCS continues to work with TSCG/WPIC members, Tribal Title IV-E partners and ICWA grantees, as well as individually with tribes throughout Alaska. OCS and Tribal representatives continue to serve on and work together on the Court Improvement Project, BIA Providers' Conference, OCS Executive Steering committee and policy work group, Specialized ICWA training, KWYA, and Undoing Racism training.

	ICWA Specialists and frontline staff continue to work with tribal representatives on a case by case basis in administrative review processes, team decision making meetings, relative searches, delivery of services, and cultural continuity case planning. OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. In the past year, there were six workshops statewide with approximately 200 participants. Workshops included community partners, law enforcement, education workers, OCS, tribal workers, OCS, OPA, and non-profit organizations. Appendix B illustrates tribes/tribal organizations that participate in TSCG, WPIC, Title IV-B, and Title IV-E programs as well as consult individually with OCS staff.
D.1.3 Continue Tribal State Co-Chair meetings on a bi-monthly basis.	2010 APSR: On-going. These meetings occur twice a month. Participates include: the OCS Director, OCS Deputy Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and ICWA Liaison with Cook Inlet Regional Council. OCS continues to coordinate and document all meetings. 2011 APSR: On-going. These meetings occur twice a month. Participants include: the OCS Director, OCS Program Administrator, OCS Statewide ICWA Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and the Tribal ICWA Specialist for the Kenaitze Indian Tribe. OCS continues to coordinate and document all meetings. Participants indicate that communication within this group is positive and successful. 2012 APSR: On-going. Meetings continue to occur twice a month. Updated participates include: the OCS Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, OCS Tribal Title IV-E Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and Social Services Director of the Association of Village Council presidents. OCS continues to coordinate and document all meetings. 2013 APSR: On-going. Meetings continue to occur twice a month. Updated participates include: OCS Director, OCS Child Welfare Administrator, OCS Program Administrator, OCS Statewide ICWA Coordinator, OCS Tribal Title IV-E Coordinator, Social Services Director of Bristol Bay Native Association, Social Services Director of Central Council of the Tlingit and Haida Indian Tribes of Alaska, and Social Services Director of the Association of Village Council presidents. OCS coordinates and documents all meetings.
D.1.4 Support and collaborate with the Alaska Native Indian Child Welfare Association (ANICWA) Board Members.	2010 APSR: On-going. Over past year, the ANICWA Board members have been met sporadically. OCS has offered to participate and assist ANICWA in their efforts. 2011 APSR: On-going. Over the past year, the ANICWA board members have not met. The OCS ICWA Statewide Coordinator has been in contact with the Bureau of Indian Affairs, to inquire about the group's current status. To date, the group has not resurrected or held any made any meetings. OCS has offered to participate and assist ANICWA if requested.

	2012 APSR. On-going. No meetings held over the past year. OCS continues to support this effort if ever resurrected. 2013 APSR: According to BIA, the ANICWA board has dissolved. OCS will support this organization if resurrected.
D.1.5 Reach out to tribes that are currently not attending TSCG to increase participation at TSCG – for those not who cannot attend provide an avenue for participation and communication.	2010 APSR: On-going. During TSCG in May 2010, options were discussed to engage tribes that do not attend TSCG. Suggestions included posting on web pages, utilizing tribal conferences, working closer with BIA, and use of the radio. 2011 APSR: On-going. During the last year OCS has: • Established an ICW (Indian Child Welfare) web page that outlines all the TSCG meetings, minutes, events, and future dates. • Contacted the BIA to inquire if they would send out minutes and web page location to all tribes that BIA has contact. • Made public announcements at all conferences, trainings, and gathering where other tribal partners attend. 2012 APSR: On-going. In October 2011 the St. Paul Tribe began participating. Also, inn April of 2012 the Native Village of Barrow (NVB) announced that they would be attending the Tribal State meeting in May 2012. NVB stated that their reconnection to Tribal State was based on efforts from OCS and other tribes encouraging them to participate. 2013 APSR: On-going. Native Village of Barrow (NVB) has been represented at the February 2013 TSCG meeting. Tribal Government of St. Paul Island has been represented at the October 2012, February and May TSCG meetings. A TSCG invitation letter to non-participating tribes will be distributed by July 2013.
D.1.6 Increase number of Tribal Title IV-E Agreements with Tribes/Tribal Organizations.	2010 APSR: On-going. OCS and ONC signed a new agreement on April 1, 2010. NEC is currently operating under a MOU with Kawerak and intends to apply for Title IV-B funds in June 2010. Upon approval of their IV-B plan, NEC will pursue entering into an agreement with OCS. OCS will continue reaching out to other Title IV-B tribes over the next year. 2011 APSR: On-going. NEC plans to apply for a Title IV-E Agreement effective July 1, 2011. OCS will reach out to other IV-B tribes over the next year. 2012 APSR: On-going. NEC applied for and was granted an individual Provider Agreement effective July 1, 2011. The Tribal Title IV-E Program Coordinator has met with the St. Paul Tribe to discuss the Tribal Title IV-E Program. St. Paul will be contact if interested in moving forward. The Native Village of Barrow expressed interest and will be sending in the required information if interested in pursuing an agreement. 2013 APSR: On-going. Arctic Slope Native Association expressed an interest, with follow up anticipated at the October 2013 TSCG meeting. Metlakatla Indian Community participated in the Tribal Title IV-E Meeting in February to seek information regarding the program and will contact OCS if interested in pursuing an agreement.
D.1.7 Continue to provide access to Title IV-E funding to Tribes/Tribal Organizations that provide child welfare related services to children that qualify under the Indian Child Welfare Act.	2010 APSR: On-going. Technical assistance has been provided in the form of two site reviews (March 2010 at AVCP in Bethel, and April 2010 at APIA in Anchorage). In addition, a teleconference was held August 11, 2009 and direct face-to-face meetings in October 2009 and April 2010. Numerous telephonic time study trainings

	have also occurred throughout the year as tribes hired new staff. Licensing staff have met with several Title IV-E tribes regarding licensing processes and training requirements for resource families. 2011 APSR: On-going. Technical assistance has been provided as needed via phone consultations, email communications, and quarterly phone meetings with all the Title IV-E partners. In addition, a face to face meeting was held in January 2011 with all Title IV-E partners to discuss on-going issues and possible Title IV-E maintenance opportunities. 2012 APSR: On-going. Technical assistance has been provided as needed via phone consultations, email communications. In addition, one site review was held in February of 2012 and two face to face meetings were held over the past year. Training was provided regarding new program and policy changes that allowed tribes to claim at a higher reimbursement rate related to travel expenditures. 2013 APSR: On-going. Technical assistance continues to be provided as needed via phone consultations, email communications. In addition, site reviews for Kawerak, Inc., Maniilaq Association, Tanana Chiefs Conference and Central Council of the Tlingit and Haida Indian Tribes of Alaska were took place over the past reporting year. A face to face meeting was held in February to review Title IV-E requirements and claiming as well as issuance of a new program manual.
D.1.8 Request reconsideration from Region X to allow Tribal Title IV-E partners to claim training reimbursement at the enhanced training rates.	2010 APSR: Achieved. OCS received permission to claim training at a higher rate in May 2010. OCS will work with tribes in order to have their agreements reflect the new training reimbursement rates.
D.1.9 Work with tribes that currently provide foster care for Tribal children to determine the feasibility of passing through Title IV-E Maintenance.	2010 APSR: On-going. OCS is currently working on drafting a work plan that will establish a process to pass-through maintenance payments for children who qualify for Title IV-E maintenance payments. 2011 APSR: On-going. A letter of interest was sent to all Title IV-E partners to determine the level of interest in exploring Tribal Title IV-E Pass Through Agreements. OCS has met internally over the past year to determine the systems changes to ORCA and claiming that would have to occur to support this effort. The Department of Law is currently conducting a legal analysis to determine if statute changes are necessary. OCS facilitated a Tribal Title IV-E meeting with a half day dedicated to discussing IV-E maintenance in February 2011. Copies of other states' agreements have been obtained for consideration. 2012 APSR. On-going. Approval was granted to move forward with the design and implementation of a pilot Title IV-E Maintenance Pass-Through program. Request for Information packets from interested Tribal Title IV-E Partners are due on June 30, 2012. An internal work plan has been developed and meetings are occurring regarding modifications to the ORCA system and development of other internal processes related to how funding with pass through the system. 2013 APSR: On-going. Tanana Chiefs Conference was selected to pilot the Tribal Title IV-E Maintenance Pass Through Program. A team was established consisting of TCC and the Tribal Co-Chairs with a representative from the Department of Law and OCS to develop an agreement. The agreement is slated for execution in October 2013. Works continues on OCS internal processes

	including ORCA modifications/work a rounds, and eligibility and payment processes. In addition, a work group was formed to assist TCC to enhance their infrastructure including case plan and procedure development.
D.1.10 Provide assistance whenever possible to tribes that are considering direct Title IV-E funding.	2010 APSR: On-going. During past year, OCS has not received any requests. 2011 APSR: On-going. During the past year, OCS has not received any requests. 2012 APSR: On-going. During the past year, OCS has not received any requests. 2013 APSR: On-going. During the past year, OCS has not received any requests.
D.1.11 Provide information regarding how tribes can access Chafee funding for tribal youth in tribal custody on an annual basis via various modalities. This will include consultation with tribes regarding determining eligibility for benefits and services to ensure fair and equitable treatment for Indian youth under Chafee Foster Care.	2010 APSR: On-going. Over the past year, OCS has extended invitations to tribes to access funding. During 2011 reporting year, the Independent Living Program Coordinator will attend TSCG in the upcoming year to meet and discuss opportunities with tribal organizations that have adolescent youth in tribal custody in order to work toward improving the current process that allow youth in tribal custody to access Chafee funding. The ICWA Coordinator and IL Coordinator will send emails to TSCG members inviting tribes to access Chafee funding. In addition, the topic will be addressed at Tribal State Co-Chairs on a quarterly basis to keep access on the forefront. 2011 APSR: On-going. Over the past year: • The Social Services Program Coordinator Dee Pearson presented on how to access Chafee funds at the Tribal State Collaboration group meetings in January 2011. • Email reminders were sent out to tribal partners from TSCG on funding opportunities. • A specific web link titled "Accessing Independent Living Program Funds" was added to the OCS ICW web page. 2012 APSR: Over the past year, Tribes were provided an in-depth overview of the ETV and IL Program, funding and services available, and how youth in tribal custody can access funds. The Regional Independent Living also Specialist provided the tribes with an overview as to how youth can access IL funding and services. For SFY13, it is anticipated that meetings and follow up will take place. 2013 APSR: On-going. Over the past year, the Statewide Chaffee Coordinator sent out information all Alaskan Tribes regarding how to access funding. This information also included an invitation to attend quarterly teleconferences to which is a forum to discuss how to access funding and program services. In May 2013, an Independent Living Referral packet was provided to all TSCG members.
D.1.12 OCS and tribal partners will evaluate current rural social services grants to determine feasibility of redesigning services to a contracting case management program.	2010 APSR: Deleted. Currently, tribes are working with Western Pacific Implementation Center (WPIC) to redesign in-home services and to design a contracting case management model under separate efforts. This strategy no longer will be pursued.
D.1.13 OCS and tribal partners will continue to explore the feasibility of a tribal case management program for the Bethel area.	2010 APSR: Deleted. Initial discussions with Bethel tribes indicated that they were not ready to provide out-of -home case management; therefore, this was not further pursued. A general program design for tribal case management will be undertaken in a separate effort in the upcoming year – see D.1.13.a.

D.1.13.a (Added 6/2010) OCS and tribal partners will design a tribal case management program.	2010 APSR: On-going. In May 2010, the contracting case management team members were identified. 2011 APSR: On-going. Discussions regarding tribal case management have occurred with APIA to explore the possibility of providing services in the Aleutian Pribilof area and will continue the next year. At this time OCS, is staffing cases through Anchorage and Mat-Su. 2012 APSR. On-going. Meetings occurred during the past year, a draft RFP has been developed and is currently being reviewed by the Department of Law. OCS continues to staff Unalaska cases through Anchorage and Mat-Su. 2013 APSR: On-going. Due to union and liability issues, contracting case management was deemed not feasible. In order to assist Tribes in building their infrastructures and providing more depth case management services, a RFP for Rural Case Management was designed mirroring many of the components of a case management program. The RFP was expanded to include all services including Unalaska.
D.1.14 Submit Tribal Foster Care Licensing Standards to Region X for approval; upon approval Region X submit to the DOL for consideration and approval for use in state child welfare system.	2010 APSR: On-going. Comments were received from Region X and were discussed in a small group at the May 2010 TSCG. Modifications will be made and resubmitted by September 2010. 2011 APSR: On-going. In October 2010, the Tribal Foster Home Licensing Standards group submitted final standards to Region X. The standards were deemed in accord with federal requirements and are approved to be used for Tribal Title IV-E Pass Through Maintenance and Direct Funding. The group is currently working to design a process including forms for tribal implementation. The standards were provided to the DOL to assist in the legal analysis of the Tribal Title IV-E Maintenance Pass Through Program. 2012 APSR: On-going. Over the past year, the work group developed procedures, forms, and letters to support the implementation of the Tribal Foster Care Standards. The first draft of the completed packet was provided to TSCG participants, Region X and the Department of Law for review and comment in October 2011. The packet underwent modifications and a final submitted to Region X for review on May 10, 2012. Region X again deemed the standards and packet in accord with federal Title IV-E requirements. A final copy was sent to the Department of Law for review on June 11, 2012 for use in the Tribal Title IV-E Maintenance Pass Through Program. 2013 APSR: On-going. The tribal foster care standards will be included as part of the Tribal Title IV-E Maintenance Pass Through Agreement. After the program is successful for one year, a formal request will be submitted asking for consideration to place OCS children in Tribal licensed homes.
D.1.15 Work with ORCA Project Manager to determine feasibility of providing tribes access to AK OCS ORCA.	2010 APSR: This will be further explored during SFY11 and SFY12. 2011 APSR: In progress. OCS has prioritized providing access to tribes that will participate in the maintenance pass through program. In addition, the Statewide ICWA Coordinator has made contact with the ORCA project manager to explore access to other tribal partners that are providing grant services. Currently, there are departmental discussions regarding access out outside agencies. 2012 APSR: In progress. The HSS Data Processing Manager is taking the lead to determine the processes and/or hardware/software needed in order for tribes to have access to

	ORCA for the Tribal Title IV-E Pass-Through Maintenance program. 2013 APSR: On-going. Due to issues involving security, it has been determined that TCC will have a work station in the Fairbanks office for the Tribal Title IV-E Maintenance Program. The DHSS is working on ways to allow partners access ORCA from their work location; however, this probably will not happen for at least another year.
D.1.16 Obtain formal agreement between OCS and tribes to allow access ORCA information on case-related matters and share reciprocal data.	2010 APSR: In progress. Protocols for sharing information related to Protective Services Reports is underway. 2011 APSR: A Program Instruction was released on May 18, 2011 by the OCS Director outlining that OCS would share information with tribes. All members of Tribal State Collaboration Group were provided an opportunity to review and comment. The policies and protocols are to follow. ORCA access is addressed in D.1.15. 2012 APSR: Over the past year, a court decision passed which recognized tribes rights related to child protection cases. As a result, all OCS policies related to work with tribes are being updated and the intent is to finalize these policies within the next reporting year. 2013 APSR: On-going. Meetings and review of the policies have taken place over the last year with OCS Leadership, and Tribal and State Attorneys. It is anticipated that policies will be finalized in August 2013.
D.1.17 Conduct critical review of 20 year old Tribal State ICWA Agreement.	2010 APSR: In progress. The Attorney General's office is currently working on development of an agreement to share information between the state and tribes. 2012 APSR: In progress. During the next year, evaluation whether to continue this strategy will take place. 2013 APSR: On-going. Many components of the agreement have been incorporated into OCS policy since its initial creation; however, the general consensus from the TSCG is that a review/revision of agreement is necessary and a TSCG workgroup should be formed to address this after the WPIC project is over.
D.1.18 Develop ICWA Help Desk Manual for everyday use by state and tribal workers. Modify action step to "Develop ICWA Reference Guides for everyday use by state and tribal workers."	2010 APSR: In progress. Reference guides are currently being gathered for evaluation. 2011 APSR: In progress. Reference guides are continuing to be gathered from around the state of Alaska and nationally. The work process will be presented to TSCG for consideration. 2012 APSR: In progress. During the next TSCG meeting, discussions will begin regarding development of a work group to establish an Alaska ICWA help desk guide. 2013 APSR: On-going. An ICWA Desk Aid for Wisconsin and New York will serve as models for an Alaska reference guide, the prototype to be unveiled at the October 2013 TSCG meeting.
D.1.19 Re-design ICWA webpage to allow easy access to all pertinent TSCG efforts and ICWA information.	2010 APSR: In progress. Preliminary design work has been completed – a draft of the webpage will be complete for review during the October 2010 TSCG meeting. Discussions how to link materials and approval of websites, definitions, and not duplicating other information on the State web pages are underway. 2011 APSR: Achieved. Several updates and overhauls have been done to the OCS state ICWA page. All updates have been conducted with tribal input, approval, and collaboration. Some of

	the updates are mentioned through-out this report. Tribal partners have relayed that the web page is more user friendly and meaningful.
D.1.20 Seek tribal participation in on-site QA reviews.	2010 APSR: On-going. Cook Inlet Tribal Council and Eklutna participated in the quality assurance review for the Alaska Native Preservation Unit. 2011 APSR: On-going. OCS has conducted 25 quality assurance site reviews from July 2010 to June 2011. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe. 2012 APSR: On-going. OCS has conducted 25 quality assurance site reviews from July 2011 to June 2012. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe. 2013 APSR: On-going. OCS has conducted 27 quality assurance site reviews from July 2012 to June 2013. Sites include rural and urban areas. During all site reviews, if a Native child is identified, reviewers make concerted efforts to contact and interview the tribe.
D.1.21 Conduct ongoing OCS ICWA team teleconferences, which includes the tribes and others as needed.	2010 APSR: On-going. The ICWA Specialists for OCS meet via teleconference once per month to discuss or address ongoing topics. Since January 2010, the meetings have addressed: • ICWA Concerns Chart • ORCA Data and Statistics • Consistent Documentation for Flagging Administrative Reviews • ICWA Web Page • Preliminary work on a frequently asked questions to be posted on ICWA web page 2011 APSR: On-going. OCS ICWA Specialists have continued monthly teleconferences, topics over the last year include: • Development and delivery of consistent ICWA training regionally, tracking, and co-facilitating with tribal partners. • Establishment of quarterly meetings with the AAG office to discuss on-going questions for ICWA matters and possible policy references. • Discuss on-going consistent practice with the administrative review process and identifying tribal notifications for removals and placement changes. • Identify appropriate job duties and future needs for OCS ICWA Specialist position. 2012 APSR: On-going. Continues as described above. 2013 APSR: On-going. Continues as described above. A need to tailor regional ICWA trainings has been identified and is being explored. ICWA training curriculum changes for this purpose will be presented to state and tribal co-chairs by September 2013.
D.1.22 Provide active technical assistance to all ICWA compliance grantees to ensure positive outcomes of grants and continued funding.	2010 APSR: On-going. Technical assistance has been provided on a regular and as-needed basis by the ICWA Program Coordinator. Through the Grantee Partnership project, the ICWA Compliance grantees were brought into Anchorage for logic model outcomes training and technical assistance in April 2010. A follow-up training is scheduled for the Fall of 2010. Focus on increasing Native Alaskan foster homes and increasing ICWA compliance preference placements will continue via the ICWA grantees over the next year. 2011 APSR: On-going. Technical Assistance has been provided on a regular basis by the program coordinator overseeing the ICWA

	grants. Assistance was available as needed via phone consultation and email contact. OCS also provided two face to face meetings with all grantees in October 2010 and March 2011. Also, monthly telephone updates has been established with each grantee. 2012 APSR: On-going. Technical Assistance has been provided on a regular basis by the program coordinator and program manager overseeing the ICWA grants. Assistance was available as needed via grantee requested phone consultation and email contact. OCS also provided one face to face meetings with all grantees in January 2012. 2013 APSR: Discontinued. The ICWA grants were not renewed in SFY13.
D.1.23 Increase placement preference data entered into ORCA.	2010 APSR: On-going. During December and January 2010 there were efforts to increase preference placement data into ORCA. In addition, meetings are occurring to determine if ORCA modifications would be possible to streamline the process to ensure more data is entered into ORCA. According to ORCA data, documentation of placement preference data has increased from 644 in June 2009 to 912 in June 2010. Efforts to increase data will continue over the next year. 2011 APSR: On-going. In June 2010, 39% were missing placement preference data. As of June 2011 that percent has decreased to 34.5%. Given the increased effort and minimal improvement, the placement preference process was evaluated and it was determined that an ORCA modification would be necessary to achieve full compliance. OCS is currently designing modifications that would ensure that placement preferences are recorded for every placement. This should be completed sometime in the next year. 2012 APSR: On-going. Beginning 2/15/2012, placement preference became a required field in ORCA. The result is that 100% of children placed since then had a placement preference documented when the placement was created. Workers are gradually updating the preference level for placements documented prior to 2/15/2012; at this time only 15% of placements do not have a preference specified. 2013 APSR: Ongoing. OCS has made excellent strides in this area. According to the out of preference placement report run on April 30, 2013, only 18 of 1,005 or 1.79% did not have a placement preference entered.
D.1.24 Increase placement preference for Native children in out of home care.	2010 APSR: On-going. Over the past year, over one million dollars was granted to eleven tribes/tribal organizations to assist OCS in increasing placement preferences and increase Native foster homes. Grant outcome data is currently compiled and will be available in August of 2010. According to ORCA data, placement preferences for foster care have remained the same during the past year. 2011 APSR: On-going. The data upholds the previous year's findings that preference placements have continued to remain the same. 2012 APSR: On-going. Over the past year, due to ORCA modifications and staff direction, there are over 140 more children than last year with placement preference data entered. Due to the change in reporting, OCS will use the following as the baseline for 2012 and continue to measure whether placement preferences have increased from 2012 for 2013 and 2014. In addition, the ICWA Coordinator began providing information to tribes with information

regarding children in out of preference placement.

June 15, 2012

FC PREFERENCE	Total
1	490
2	30
3	153
4	52
Out of Preference or Not Documented	404
Grand Total	1129

2013 APSR: Ongoing. The following preference placement data was distributed at the May 2013 TSCG meeting.

April 30, 2013

FC PREFERENCE	Total
1	518
2	21
3	157
4	56
Out of Preference	235
Blank	18
Grand Total	1005

OCS has identified a need to change its out-of-preference placement review policy due to its non-compliance and impracticability. In the February 2013 TSCG meeting, regional breakout sessions identified regional needs for preference placement reviews and regional managers submitted proposals to OCS management by March 2013. In the May 2013 TSCG meeting, three options for preference placement review policy changes were discussed regionally and options/hybrid-options were recommended. OCS will evaluate these regional recommendations in implementing a new, regionally-relevant preference placement policy by December 2013.

Additionally, OCS has revised several policies regarding relative searches, is working on an MOA with CSSD for technical assistance with relatives searches and is in the process of creating an OCS Desk Guide for assisting frontline workers search for relatives.

D.1.25 Increase number of licensed Native foster homes.

2010 APSR: On-going. Over the past year, over one million dollars was granted to eleven tribes/tribal organizations to assist OCS in increasing placement preferences and increase Native foster homes. Grant outcome data is currently compiled and will be available in August of 2010. In addition, OCS is working on recruitment and retention efforts to increase the number of licensed Native homes as described in Section 6 of this report.

According to ORCA data, the number of Native foster homes has increased from 150 in June 2009 to 347 in May 2010.

2011 APSR: On-going. From July 2010 to May 2011, 10 grantees (ICWA grants) were financially supported to recruit, retain, identify, and assist Native homes to be licensed. As a result 25 new foster homes were licensed for FY10.

In addition, OCS is working on recruitment and retention efforts to increase the number of licensed Native homes through many different areas like, collaborations with tribes at Native functions/gatherings, open recruitment in villages with the OCS

	worker and tribal ICWA workers, recruitment booths at community functions. According to ORCA data, the number of active Native foster homes has decreased from 347 in May 2010 to 336 in May 2011. However, the number of Native children placed in Native provider homes has increased from 448 in May 2010 to 481 May 2011. The number of Native children in out of home placement has decreased 1.9% over the past year. 2012 APSR: On-going. This is the last year of the ICWA grants. According to ORCA data, the number of active Native foster homes has increased from 336 in May of 2011 to 371 in April of 2012. 2013 APSR: On-going. According to ORCA data, the number of active Native foster homes has increased to 460 in June 2013 from 371 in April 2012.
D.1.26 Review analysis and recommendations from the ICWA Specialist Position Description work group to determine if any action is required.	2010 APSR: In progress. This topic will be discussed at Tribal State Co-chairs during the upcoming year. 2011 APSR: In progress. OCS ICWA Specialists have been discussing description of job duties as it pertains to the initial intent of the job through TSCG and the work that is currently being done. Recommendations will be made for consideration. 2012 APSR: On-going. The analysis and recommendations are expected to be drafted over the next year and submitted to the Social Services Program Administrator. 2013 APSR: Achieved. The finalized ICWA Specialist Protocol as recommended by the workgroup has been approved by Tribal State Co-Chairs and presented at the May TSCG meeting with no objection. The protocol was implemented immediately upon approval.
D.1.27 Provide on-going ORCA data as requested by tribes.	2010 APSR: On-going. The following reports were requested and provided over the last year: 8/12/09 Southeast data for Casey Family Programs related to Tlingit and Haida Central Council; 11/5/09 Nome Eskimo Community statistics; 12/11/09 Kodiak Area Native Association statistics; 12/18/09 Bethel Tribal Court statistics; 3/9/10 Kotzebue statistics; and 4/12/10 Nome Eskimo Community statistics. In addition, general information was presented at the May 2010 TSCG; and quarterly information was given to the ICWA Compliance Program Coordinator for dissemination to the ICWA grantees. 2011 APSR: On-going. OCS continues to provide reports to all tribes requesting information and statistics. The OCS research team has been working with the WPIC- Alaska Child Welfare Disproportionality Reduction Project gathering and analyzing the data. Data points for continued monitoring have been established and will be presented to members of TSCG and WPIC at the quarterly meetings. 2012 APSR: On-going. OCS continues to provide WPIC data. Over the past year data has been provided to: 2/15/2011 Kawerak - Removals from Nome area communities; 3/30/2011 Nome Eskimo Community - # OOH in Nome; 6/7/2011 Tanana Chiefs - # Native in OOH & placed with a Native provider, statewide & NRO; 10/26/2011 Fairbanks Native Association - # OOH in Fairbanks NS Borough who are < 5; and 3/14/2012 AVCP - # of children from specified WRO communities in custody. 2013 APSR: On-going. OCS continued to provide WPIC data over the past year. Data has been provided on October 11-12, 2012, at

	TSCG (statewide/regional data for 2011) February 5, 2013, at TSCG (statewide/regional OOH/OOP); April 7 and 8, 2013, at NICWA Conference (statewide/regional data for 2012); May 2, 2013, at Nome summit (statewide/regional data for 2012); May 8, 2013, at TSCG (statewide/regional OOH/OOP); May 21, 2013, at Kotzebue summit (statewide/regional data for 2012); May 29, 2013, at Bethel Leadership Meeting (western region disproportionality/OOP/OOH).
D.1.28 Support ICWA related training through grants, Title IV-E, and the Family Youth Training Academy.	2010 APSR: On-going. In a TSCG effort over the last year, a standardized ICWA training for all OCS case workers and all tribal workers was finalized. The curriculum was developed in collaboration with OCS staff, tribal workers, community partners, legal advisors, and training academy representatives. Tribal and OCS representatives agreed to use this as a standing curriculum for all workers. The Court Improvement Project, in conjunction with the BIA, developed a specialized ICWA training for individuals who work in the courts (Guardians ad Litem, Court Appointed Special Advocates, Public Defenders, Assistant Attorneys General, etc.). This training is currently being piloted and TSCG members will have the opportunity to participate in the training in October 2010. TSCG has established Knowing Who You Are (KWYA) certifiers, trainers, and a full 2010 schedule which would train approximately 180 Tribal and State staff. OCS supported an Undoing Racism training which was provided in April 2010. 2011 APSR: On-going. Over the past year, OCS has implemented regional ICWA trainings for new staff. The ICWA training is delivered jointly with a tribal partner as co-facilitator to help develop stronger relationships with local tribal partners. The curriculum was previously created and approved by TSCG. TSCG members were provided the opportunity to review the Court Improvement Project's new ICWA training for the courts. OCS and tribal representatives partnered with CIP and the BIA to facilitate a presentation on the curriculum at the CIP conference. The next step will be to identify individuals to be trained as facilitators. TSCG initiated KWYA training is in its 3rd year. There were been 5 workshops with over 100 people trained. Participants included tribal workers, OCS staff, native organizations, community partners, foster parents, and parents. There are over 10 workshops already scheduled during the next year. 2012 APSR: On-going. KWYA workshops have continued with OCS and tribal partners co-facilitating the workshops statewide. In 2012 there were eight workshops statewide with approximately 150 participants, of which 74 were OCS staff. Workshop participants also included community partners, law enforcement, education workers, tribal workers, and non-profit organizations. 2013 APSR: On-going. OCS and tribal partners continue to co-facilitate Knowing Who You Are workshops statewide. In the past year, there were six workshops statewide with approximately 200 participants. Workshops included community partners, law enforcement, education workers, OCS, tribal workers, OCS, OPA, and non-profit organizations. OCS is exploring a requirement for its employees to attend a regionally-specific training called Healthy Families in western region in addition to KWYA.

D.1.29 (added 6/2010) Ensure/increase the notification of Indian Parents and Tribes of State proceedings involving Indian children and their right to intervene.	2010 APSR: On-going. A plan was developed to notify the AAG's office when a tribe is identified during an administrative review, which was previously unknown, to ensure appropriate notification is provided. According to the last two quarters, the data reflects over 95% compliance in notification to Indian tribes of Child in Need of Aid proceedings. 2011 APSR: On-going. The initial plan to notify AAG's office is currently in place. OCS continues to maintain well over 90% compliance. 2012 APSR: On-going. The initial plan to notify AAG's office is currently in place. OCS continues to maintain well over 90% compliance. 2013 APSR: Achieved. The AAG's office continues to notify Indian Parents and Tribes of State proceedings involving Indian children with a highly level of consistency.
D.1.30 (added 6/2010) Increase active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption.	2010 APSR: On-going. OCS has implemented TDM (Team Decision Making) meetings in 3 of the 4 regions. Statistics from ORCA show that the amount of children in custody has decreased since these meetings have been implemented. Tribes have also been vocal at TSCG about TDM's helping identify relatives and extended family prior to foster care. In winter of 2010, a Family Preservation Court was created with the goal of keeping children in their homes while parents receive substance abuse treatments. In addition, all children who are under the age of three and have a substantiated report of harm are referred to the Infant Learning / Early Intervention Program. 2011 APSR: On-going. OCS continues to increase the percentage of families being maintained in their own home through better assessments, TDM meetings, and active efforts with families, and tribal engagement. 2012 APSR: The ICWA brochure is being handed out to biological parents and case workers who are involved in the Initial Assessment stages prior to legal custody. The brochure is also provided to many Tribal or Native agencies throughout the OCS regions for their community outreach efforts. ICWA Specialists have talked about the need to discuss active efforts on a regional basis. ICWA Specialists have presented to staff on active efforts and have increased their case by case technical assistance to field staff regarding active efforts. 2013 APSR: On-going. The ICWA brochure is distributed to biological parents and case workers who are involved in the initial assessment stage prior to legal custody. The ICWA brochure will be modified to reflect the parents' right to exclude either or both OCS and the tribe. The brochure is provided to many tribal/Native agencies throughout Alaska for community outreach efforts. In basic and advanced ICWA trainings, ICWA specialists present to staff on active efforts and have further increased their case-by-case technical assistance to field staff questions regarding active efforts.

D.1.31 (added 6/2010) Ensure tribes are notified of their right to intervene in State proceedings, or to seek transfer of the proceedings to the jurisdiction of the tribe.	2010 APSR: On-going. Notification of a tribe's rights is contained in the formal ICWA notice which sent to identified tribes. According to data listed in D.1.29, notices are being sent approximately 95% of the time 2011 APSR: On-going. Same as above. 2012 APSR: On-going. Same as above. 2013 APSR: On-going. Same as above.
Strategy E: Enhance Resource Family Systems	
Goal : Ensure safety of children in custody and enhance resource family recruitment and retention efforts	
Action Steps	**Annual Update (includes date completed)**
E.1.0 Expand use of assessment and evaluation processes for resource families through improved licensing standards, and timely completion of home study assessments.	
E.1.1 Assess and evaluate the utilization of CFAI tools by OCS licensing workers, to determine how useful the tools are in the assessment process for foster families in Alaska.	2010 APSR: In progress. 80 assessments have been completed during the first quarter of utilization of the CFAI. Reference C.2.7 for additional comments. 2011 APSR: In progress. Work continues. 2012 APSR: In progress. OCS is evaluating this as an ongoing goal. The technical sponsors of the tool do not provide timely data; results are not being used effectively. 2013 APSR: This tool continues to be used. However, OCS licensing management is continuing to assess the usefulness of this tool.
E.1.2 Expand the use of the CFAI-AK version to relative care/ kinship provider assessments, adoption and guardianship home study assessments.	2012 APSR: In progress. OCS continues to evaluate the usefulness of the CFAI. A decision to expand its use has not yet been made. 2013 APSR: OCS licensing management is not recommending an expanded use of this tool at this time and is exploring other options for relative care/ kinship provider assessments, adoption and guardianship home study assessments.
E.1.3 Develop a tracking methodology for the completion of foster care licensing process, and adoptive and guardianship home study completions within timeframes.	2011 APSR: In progress. Foster care licensing tracking will be a part of the upcoming ORCA enhancements. Adoption/Guardianship home studies are currently tracked through semi-annual reports submitted by the grantee. Beginning in January 2011, home studies are now tracked in ORCA. Reports are currently being developed. 2012 APSR: In progress. Home studies are entered into ORCA and can be tracked for the date assigned and date completed. Foster care licensing is still being modified to enhance tracking. At this time we are able to track what type of license a family has been issued and when. 2013 APSR. In progress. Adoption and guardianship home study tracking has been implemented into ORCA. ORCA enhancements to include tracking of the foster care licensing process have not yet been addressed due to competing priorities for ORCA developer time. OCS is evaluating whether this remains a priority goal, since the current system of tracking appears to be sufficient.

E.1.4 Establish home study completion for adoptive and guardianship homes to be completed within 90 days by FY 2011.	2010 APSR: Achieved. 90 day completion timeframes have been incorporated into the home study grants effective July 1, 2010.
E.2.0 Enhance resource family recruitment and retention efforts to the changing and emerging needs of children in care.	
E.2.1 Assess and evaluate current recruitment processes and determine where existing gaps exist in the recruitment process that may delay or hinder potential resource families from pursuing foster care licensure and/or adoptive approval.	2010 APSR: In progress. This item is a component of the recruitment planning process. 2012 APSR: In progress. Each region in Alaska has unique needs. Each regional recruitment and retention plan has assessed their needs and is working to improve the current gaps. OCS has begun working to rewrite the adoption intake and screening process for resource families, and expects improvements in the next year. 2013 APSR: In progress. Each region continues to have a recruitment and retention plan to address region specific issues. In March 2013 the Unlicensed Relative Initiative (ULR) was started. In May all ULR providers were contacted to discuss foster care licensing and identify any barriers to them pursuing licensing. Data is still being analyzed, but a variety of reasons/barriers for not becoming fully licensed were identified.
E.2.2 Establish baseline data through a data-driven methodology that outlines the current needs of children in care, for the development of a targeted recruitment system.	2010 APSR: In progress. Preliminary ORCA data review began in April 2010 to determine what is known about the children in care and needs. It is anticipated that modifications to the data collection process will be needed to further define children (and needs) in care, to better and more accurately target recruitment efforts. 2012 APSR: In progress. Due to staff shortages in the data research unit and turnover in the Resource Family Unit, no progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: In progress. Each region is currently researching their specific needs to update R&R plans. Statewide we are assessing the need for Native Alaska Foster parents, emergency shelter homes, and homes available for large sibling groups.
E.2.3 Determine and map existing points of initial inquiry for new resource families and establish areas that can be consolidated, streamlined for improved system responsiveness for recruitment.	2011 APSR: In progress. Completed mapping and determined the points of initial inquiry are OCS and the grantee. Continuing work to consolidate, streamline, and improve current system. 2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: No progress was made on this goal. OCS is evaluating whether this remains a worthwhile activity in achieving this goal.
E.2.4 Develop an integrated, child-specific recruitment methodology through available recruitment tools such as adoption exchanges, Wendy's Wonderful Kids, relative search efforts, Heart Gallery.	2012 APSR: In progress. Alaska utilizes statewide, regional, and national adoption exchanges. Enhancements are being made to the Alaska Adoption Exchange and are expected to be complete by 06/30/13. Alaska utilizes Wendy's wonderful kids for specific recruitment. A new grant will be implemented in FY13 to support, develop, and recruit resource families in WRO. 2013 APSR: In progress. One strategy launched this year is

	the implementation of a Targeted Recruitment grant in WRO effective December 2012. A primary goal of the grant is to recruit for foster homes in Western region, for children from western that are placed outside of the region. AVCP was awarded this grant and we look forward to promising results.
E.3.0 Support for resource families will be improved with the development of a standardized and responsive system of inquiry.	
E.3.1 Develop a standardized system of inquiry for resource families, that is logical and easy to follow, so that potential resource families are supported and encouraged in the process of kinship care, licensed foster care, pre- and post-adoption and pre-and post-guardianship support.	2013 APSR: In progress. During the last year, a planning session occurred with OCS and ACRF (grantee) staff. All families are now referred to the ACRF for orientation related to Foster Care, Adoption or Guardianship. Not all families choose to participate. OCS utilizes Unlicensed relatives, and those families are not consistently informed of the options for orientation. Due to ULR initiative, we are assessing the data from the contacts. From there additional training can be provided to OCS staff as needed.
E.3.2 Establish a training process for all OCS staff on the standardized system of inquiry for initial inquiries from potential resource families.	2013 APSR: In progress. With the ULR initiative, we are assessing common needs and barriers around getting families licensed. From there additional training can be provided to OCS staff as needed.
E.3.3 Develop measures to assess and evaluate inquiry outcomes based on number of inquiries, how many families complete the process, how many families accept placement of a child.	2013 APSR: No progress. This activity will be addressed in the coming year.
E.3.4 Determine the feasibility of development of home development specialists who will focus on the assessment and support to resource families.	2011 APSR: In progress. Discussions started at the OCS management level. 2012 APSR: No progress was made on this activity during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: Achieved. Recent caseload study did recommend additional licensing staff, but due to budget issues no new staff will be hired.
E.4.0 Compliance with OCS licensing standards by licensed foster homes will improve so that more foster homes meet the "fully licensed" standards for Title IV-E funding.	
E.4.1 Explore and analyze of the utilization and effectiveness of provisional licenses issued under emergency conditions, with necessary modifications to improve safety in foster homes as well as to improve compliance with Title IV-E "fully licensed" status.	2012 APSR: In progress. ORCA data collected to help identify and quantify this issue related to provisional licenses issued under emergency conditions. Analysis in process. 2013 APSR: In progress. We have determined that the use of provisional licenses under emergency conditions is not easy to track using ORCA data. We are getting closer to finding ways to track and analyze the information.
E.4.2 Develop and implement ORCA enhancements to better support licensing functions and IV-E "fully licensed" compliance.	2010 APSR: In progress. During the past year, ORCA implemented a "vacancy report" which tracks foster home utilization. Additionally, ORCA implemented the background check report to track pending and expiring fingerprint background checks as well as the "licensing caseload report" which tracks Title IV-E compliance of licensed providers. Additional ORCA enhancements for licensing include a licensing investigation module and tracking report on the status of licensing investigations. These enhancements are slated release next year.

	2011 APSR: In progress. ORCA development is complete. ORCA enhancements for a licensing investigation module is slated for September 2011. 2012 APSR: In progress. ORCA enhancements for a licensing investigation module are complete. Working with ORCA staff to develop and utilize reports. Efforts to develop ORCA enhancements to support IV-E "fully licensed" compliance will be a priority during the next fiscal year. 2013 APSR: In progress. The OCS' 2012 Title IV-E Review identified areas needing improvement; there are specific areas in this topic that will be addressed in the IV-E PIP.
E.4.3 Develop and implement on-going training for all OCS staff on licensing standards.	2012 APSR: In progress. Presentation provided at the OCS leadership meeting in February 2012 regarding background checks, barrier crimes, licensing, and placement issues. Training has been offered to regional staff as well. Currently scheduled to train in Juneau in June 2012 and Bethel in July 2012. 2013 APSR: In progress. In the past year, OCS licensing specialists participated in staff meetings, manager meetings, and other collaborative trainings. Licensing specialists used these opportunities to train internal partners. Two documents were developed as tools to assist in helping OCS staff, tribal and community partners, and resource families better understand the licensing standards and process. These tools are "Myth vs. Reality, and "ULR: the real story" and are posted on the OCS website.
E.4.4 Development training specific to licensing workers, inclusive of Title IV-E compliance standards.	2011 APSR: On-going. Licensing staff training was held April 7 & 8, 2011 in Anchorage. Training will continue to be scheduled on an annual basis. 2012 APSR: Licensing supervisors met in Juneau in September 2011 for a two day IV-E training and a teleconference was held in April 2012 to address the Title IV-E compliance standards and provide education about the Title IV-E audit scheduled in Sept. 2012. 2013 APSR: In progress. In the past year, all new Community Care Licensing Specialist (CCLS) Staff have been brought together in Anchorage for initial training, which is to supplement the training they receive from supervisors. A support and development plan is being developed for use with CCLS training. With the Title IV-E review held in September 2012, there were opportunities to provide training and technical assistance through written guidance and teleconferences. A licensing training is scheduled for Fall 2013, and will include Title IV-E training, and will be partnered with Eligibility and Management staff.
E.5.0 Resource Family Advisory Board and Association will become fully sustainable and autonomous.	
E.5.1 Establish training, support, meeting schedules and strategic planning opportunities for the advisory board.	2011 APSR: Achieved. Resource Family Advisory Board convened November 29, 2010. The board meets twice a month, and is made up of licensed, unlicensed, adoptive and guardianship Resource families from Urban and Rural communities in Alaska.
E.5.2 Assist the advisory board with development of the statewide resource family parent association.	2011 APSR: In progress. OCS in consultation with CASEY Family Programs is attempting to implement the Better Together curriculum to enhance group formation and planning.

	2012 APSR: In progress. A face to face meeting was held in December 2011 and the Better Together training was provided. This training assisted with group formation and goal development. 2013 APSR: In progress. OCS continues to explore options to move forward with this goal. Readiness in individual communities is being explored.
E.5.3 Advisory board and association will be operating autonomously from OCS by Year 5.	2012 APSR: In progress. Advisory Board co-chairs are resource families. OCS is no longer facilitating the meetings, but continues to participate in meetings. 2013 APSR: It is not expected that this goal will be achieved in the coming year. Other boards and collaborative groups, such as FFCA required a great deal of time, money, and focus put on them, and they took more than five years to be strong, independent, and autonomous.
E.6.0 Resource family orientation and training services are needed to insure that all resource family providers are adequately prepared to meet the complex and evolving needs of children in care.	
E.6.1 Resource family orientation processes need to be standardized on a consistent and statewide level.	2013 APSR: In progress. With staffing restructuring and the hiring of a second licensing manager for the NRO and SERO regions, OCS is beginning to evaluate the orientation; it is expected a consistent orientation protocol and presentation will be in place by the end of the coming year.
E.6.2 Enhance resource family training to incorporate emerging best practices, such as Family to Family; family contact standards; continued familial and cultural connections for the child.	2010 APSR: In progress. During the past year, grant modifications were discussed with the training grantee to incorporate Family to Family initiative work (TDM, SDR, and familial and cultural connections) as standard part of the CORE training. During the next year, OCS will work with the training grantee to develop and modify the CORE training curriculum for implementation in July 2011. 2011 APSR: Achieved. Policy was implemented requiring training be completed in the first year of license. A letter was sent to providers outlining this expectation.
E.6.3 Develop baseline data between ORCA and the grantee database to develop an accurate data listing of resource families and to better track compliance with resource family training requirements.	2010 APSR: In progress. OCS and grantee have met to discuss ways by which to cross-reference data to enhance data analysis of resource families. 2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: No progress has been made on this, and, given the other priorities for ORCA enhancement needs and limited developer and resources, it is not expected to be worked on in the coming year. The Grantee database is up to date and accurate, as is ORCA. The two do not cross reference.
E.7.0 Supports for adoption and guardianship.	
E.7.1 In post-adoption and guardianship, enhance method of tracking disruptions, displacements and dissolutions of adoptive and guardianship placements. Utilize data to enhance service needs and resources for adoptive and guardianship children and families.	2010 APSR: In progress. A method for tracking disruptions, displacements and dissolutions was created at the beginning of FY 2009. During the next year, OCS adoptions will be reviewing and analyzing the data to determine specific needs a resources of adoptive/guardianship families. 2011 APSR: In progress. Improvements and enhancements to the method for tracking disruptions, displacements and dissolutions are complete. Continuing review and analysis. 2012 APSR: No progress was made on this goal during

	SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: In progress. Post adoptions have been tracked since 2009. This system continues to work for the agency. Since winter 2012, discussion and evaluation of ORCA tracking is being explored.
E.7.2 Assess and evaluate the percentage of adoptive or guardianship children who are being placed in residential and/or psychiatric facilities. Determine if coordination of resources with Departmental partners is necessary to meet the needs of adoptive/guardianship children placed in residential/psychiatric facilities.	2010 APSR: In progress. Reference E.7.1. The adoptions unit is working with the residential care coordinator to identify a system to accurately report adoptive children that have moved to residential/psychiatric care. 2011 APSR: In progress. On-going coordination with Division of Behavioral Health through joint participation on the Bring The Kids Home workgroup to assess and evaluate occurred during the last year. 2012 APSR: In progress. The OCS, DBH and BTKH have conducted an initial data analysis to identify how many adoptive/guardianship youth have re-entered residential and/or psychiatric care in post-adoption. This data analysis will continue throughout FY 13, to determine what trends are occurring for this population. Additional analysis of post-adoption services will follow the data analysis. 2013 APSR: This work has not progressed in the past year. These cases are tracked when post adoption families report to OCS or when OCS is involved through an active case.
E.7.3 Fully implement the Title IV-E Guardianship Assistance Program (GAP).	2010 APSR: In progress. Regulation changes for GAP implementation are estimated to be completed by December 2011. 2011 APSR: Achieved. Regulation changes became effective April 13, 2011 and OCS policy and procedure changes were effective May 2011.
E.7.4 Create an effective plan for utilization of adoption incentive dollars, for services and support for resource families.	2010 APSR: In progress. Adoption incentive dollars are being utilized to expand adoption home study grants to provide additional training services to OCS adoption staff on adoption training needs. 2011 APSR: In progress. Adoption incentive dollars are being utilized to improve OCS' knowledge and understanding of IVE and permanency issues for children. OCS also purchased equipment needed to improve and accelerate daily practice. 2012 APSR: In progress. Adoption incentive dollars are utilized to enhance services in place to promote permanency issues for children. 2013 APSR: In progress. Adoption Incentive funds continue to be utilized to enhance services in place to promote safety, permanency, and well-being for children.
E.7.5 Development of purchase of services for adoptive children placed with private adoption agencies, who are in care of OCS.	2010 APSR: In progress. During the past year, OCS has utilized adoption subsidy agreements to assist adoptive families with purchase of services costs through general fund dollars. Policy development to standardize these processes is still needed. 2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: No progress was made on this goal during the last year. The agency is evaluating whether this continues to be a desired activity.

E.7.6 Develop data-driven methods to report disrupted or dissolved international adoptions annually to ACF within federal guidelines.	2010 APSR: In progress. OCS has developed a system outside of the ORCA system and will work on integrating into the system. 2012 APSR: No progress was made on this goal during SFY12 it is anticipated that efforts will resume during SFY13. 2013 APSR: In progress. This year a test report was run to use to report these disruptions / dissolutions. The report is still being developed as it required a great deal of hand checking. The information was the same as that manually tracked. The information is only reflecting those kids that came into contact with OCS through the child protection system.
E.7.7 Development of system for family preparation for adoptive and guardianship families and incorporate adoption and guardianship preparation training will be incorporated into the Services for adoption support grant in the FY 10 grant cycle.	2010 APSR: Achieved. Family preparation has been added to the Title IV-B adoption support services grant during the past fiscal year. These services will continue through the entire grant cycle.
E.7.8 Develop method so that the family's completion of adoption and guardianship training and results are incorporated in the adoptive or guardianship home study.	2010 APSR: In progress. Home study writers are incorporating training results into home studies, but information is not always accurate. During the next year, OCS will be working with the grantees on better compliance i 2011 APSR: Achieved. Documentation of completion of the CORE curriculum is consistently documented by home study writers.
E.7.9 Improve policy and procedure outlining the full disclosure process of the child's special needs, medical history, educational history, mental health history, and any other pertinent information related to the child, including all assessments of the child, per federal policy guidelines for Title IV-E adoption subsidy funding.	2010 APSR: In progress. Full disclosure policy has been incorporated into the policy changes regarding confidentiality and disclosure of information section of the CPS policy and procedure manual. The policy changes are not yet finalized and are estimated to be complete in September 2011. 2012 APSR: In progress. Full disclosure adoption policy was ultimately not included in the September 2011 policy revisions. The tentative plan is to implement a form that will be signed by adoptive parents where they acknowledge that they have received information about the child's special needs. This new form and accompanying policy updates will be drafted by December 2012. 2013 APSR: In progress. The new policy and accompanying disclosure form are in draft with an anticipated target release date of October 2013.
E.8.0 Regional and local emergency response plan and continuity of operations plans will be developed and fully implemented within each of the OCS service regions.	
E.8.1 Train OCS management in Emergency Response Plan (ERP)/Continuity of Operations Plan (COOP).	2012 APSR: In progress. OCS State Office Management and Staff were trained the week of June 25, 2012. 2013 APSR: In progress. A second round of trainings for OCS managers is planned. A series of trainings are planned for July - November 2013, including training with managers of different levels of responsibility.

E.8.2 Develop and implement regional ERP/COOP plan for each region and local office within OCS.	2010 APSR: In progress. In February 2010, OCS in conjunction with the DHSS /DPH Office of Homeland Security conducted a joint training to OCS regional representatives on ERP/COOP plan development. From this meeting, regional teams were created and have begun to draft regional ERP/COOP plans. Final regional plans are due by December 2010 for inclusion into the OCS Statewide ERP/COOP plan. 2011 APSR: In progress. Regional plans are being reviewed for accuracy and updates and will be combined with the State ERP/COOP. Reference Appendix G for a copy of the plan. 2012 APSR: In progress. Regional ERP/COOP plans reviewed and need to be updated to follow statewide template outline. The newest OCS Western Regional office ERP/COOP has been drafted. Northern Region activated their Nome Field Office COOP during the Severe Weather Storms of November 2011. 2013 APSR: In progress. We are planning for a second round of revisions and updates to the plans. It is anticipated that all region and field plans will be reviewed and updated in the coming year.
E.8.3 Modify OCS state Emergency Response Plan/Continuity of Operations Plan (ERP/COOP) based on regional plans, outlining a system of communication structure, reporting mechanisms, and consistent reporting to Region X as disasters occur in Alaska.	2011 APSR: Newly appointed Emergency Operations Program Coordinator is creating a 2011-2012 work plan to outline tasks, action item sequences and timelines for the completion of each tasks. 2012 APSR: Statewide COOP updated utilizing the State of Alaska, Homeland Security template. Task completed August 2011 and submitted to Region X and AK DHSS Emergency Management. Statewide COOP will be submitted to the AK State Emergency Response Commission and DMVA-EM Emergency Management Specialist by the end of August 2012. 2013APSR: In progress. The statewide COOP will be updated and completed by December 2013. This goal identifies reporting mechanism to Region X. Current process is being explored and will be analyze to enhance the agency's ability to meet this requirement.
Strategy F: Enhance Service Availability and Delivery	
Goal: Enhance the quality and accessibility of services for families and children throughout the state.	
Action Steps	**Annual Update (includes date completed)**
F.1.0 Through data collection and analysis, evaluate and realign resources and services to better meet needs of families and children throughout the state.	
F.1.1 Develop a report that identifies risk factors to inform service delivery system.	2010 APSR: In progress. Preliminary work has been gathered. As program data for SFY10 becomes available in August, it will be reviewed and in an effort to develop standardized reports. The "Keeping Kids Safe In Their Homes" work group's effort parallels this work and may assist in development of these reports.

	2011 APSR: In progress. The "Keeping Kids Safe In their Homes" workgroup has collected a great deal of data about at-risk children. Additionally, the Early Childhood Comprehensive Systems program has identified 60 indicators to track on children 0-8yrs. This information is being used to inform service delivery, however the specific report needs to finalized. Division Directors are discussing how to bring data together across a variety of programs. 2012 APSR: In progress. On a department level, efforts are underway to develop a Master Client Index (MCI) electronic database which is designed to link all of the major interdepartmental data systems such as SACWIS, EIS and JOMIS . Once completed, the MCI will not only identify a master list of all clients being served by the department (Medicaid, DJJ, Public Assistance, OCS, etc.) it will have the capacity to link service providers, service plans and service coordination to client outcomes. 2013 APSR: The agency is evaluating whether the development of a single report remains an effective activity to achieve this goal. Other activities are proving more useful, see below.
F.1.2 Analyze data as it relates to programs within the service array and determine whether realignment of services is indicated to better meet needs of families and children.	2010 APSR. In progress. Data for array programs is being collected. SFY10 data will be analyzed when it becomes available. 2012 APSR: Current utilization data suggests that the Time Limited Family Reunification Services are the most utilized of the IV-B I and II funded services. OCS will consider the reallocation of funding to this service category in the upcoming new grant cycle beginning in SFY14 through SFY16. 2013 APSR: In FY13the OCS Services Array staff met with all five of the OCS regional managers and staff managers. The results of those meetings outlinedthe following overall themes s a need for 1) affordable housing in all regions 2) funding for staff and provider recruitment and skill development in the rural parts of each region 3) increased preventative services in Anchorage region and 4) need for increased transportation and Family Contact services in all regions. This information allowed the Service Array to finalize the proposed shifting of funds as projected based on grantee data and utilization. In FY14, there will be reductions to the availability of funding for Family Support and Family Preservation Services. These funds will be shifted to increase support to the Time Limited Family Reunification and Family Contact Services Center service categories. OCS anticipates a reduction in the number of Family Support and Family Preservation grantees.
F.1.3 Collaborate with DHSS Division Leaders to coordinate the services that are available to families, youth and children.	2010 APSR. In progress. OCS is activity involved in collaboration on alcohol treatment services for parents with the Division of Behavioral Health. The Department has a "Keeping Kids Safe In Their Homes" work group that brings divisions together to work collaboratively on this topic. 2011 APSR: In progress. The Children's Policy Team provides oversight to several joint projects such as the "Keep the Kids Safe in their Homes" Workgroup, the ECCS Plan, Bring the Kids Home Project, Families First, etc. CPT is actively working to coordinate and collaborate on programs, refining the process for sharing information about families,

	etc. 2012 APSR: In progress. The DHSS Leadership team has formed a Service Integration work group. This work group is in the process of finalizing a comprehensive department wide Service Inventory which will capture all of the services the department either directly provides or purchases through grantees. The Service Inventory will allow DHSS leadership to identify gaps and redundancies in services and promote strategic coordination and partnering to better serve families youth and children. 2013: In progress. During the last year, the DHSS Leadership team has begun to explore and identify the need for a department wide approach to trauma-informed practice. Joint trainings and sharing of strategies among division directors has begun with the anticipation that much more work will be accomplished in this area in the coming years.
F.2.0 Increase the use of the protective factors framework in preventing of child abuse and neglect.	
F.2.1 Integrate the Strengthening Families Protective Factor's framework into early childhood programs and systems.	2010 APSR: In progress. The Strengthening Families program, in partnership with the United Way of Anchorage and the Child Care Resource and Referral Network, continued to support 10 early care and learning programs in the Anchorage area to embed the Strengthening Families approach. On-going training and technical support was provided and an extensive evaluation was conducted at the conclusion of the formal project. Parents reported increases in all of the protective factors and in addition reported: *Because of my family's involvement in this program*: 78% reported-" I have more ways to respond to my child's needs and behaviors." 80% reported-" I know more people I can rely on when I have a problem or concern." 58% reported- "I know who to contact in the community when I need help." 2011 APSR: In progress: The Strengthening Families program continues to integrate the Protective Factors framework into early childhood programs and systems. Thread, the Child Care Resource and Referral Network has incorporated this into their standard and specialized training and provides ongoing consultation and TA to programs. A monthly "Learning Network" conference call is hosted for EC programs. Presentations are made at annual Association for the Education of Young Children's conferences. University ECE courses have incorporated the SF/PF framework in their curriculum. Goals are to broaden the reach in all areas of the state. 2012 APSR. In progress: Twelve new early care and learning programs were recruited, trained and mentored. Capacity was built in 2 satellite Child Care Resource and Referral agencies which are now prepared to offer Strengthening Families training and support to early childhood regional programs. Two Early Childhood Partnerships (based in local communities) adopted the Strengthening Families approach and developed specific projects to expand the use of the Protective Factors framework (including a "Birth to Three"

	Court. The monthly "Learning Network" for all programs continues. 2013 APSR: In progress. Over the last year, Strengthening Families worked to sustain the gains made in 2012 and expand the use of the Protective Factors Framework. New efforts included new a partnership with United Way of Anchorage and Alaska Youth Development Corporation, and Community Café Toolkits that went out to 140 communities.
F.2.2 Engage parents as decision makers in child abuse prevention efforts through the Strengthening Families Leadership Team.	2010 APSR: In progress. Parents have been engaged at the local program level as well as on the Strengthening Families Leadership Team. Two new parents were recruited this year to serve on the Leadership Team. 2011APSR: Achieved. Parents continue their involvement on the Strengthening Families Leadership Team and in local programs. Two full-day "Parent's Days" were held in Juneau and Anchorage. In addition to information on the Protective Factors and parenting, the agenda included developing leadership skills.
F.2.3 Provide community training on protective factors.	2010 APSR: Achieved. Several trainings and conference presentations were provided over the last year. 416 individuals were trained and 2232 hours of professional development were provided.
F.2.4 Embed protective factors language in training for social workers.	2010 APSR: Achieved. The Family and Youth Services Training Academy has embedded protective factors language into the orientation provided to new social workers.
F.3.0 (added 6/2010) Through data collection and analysis, site reviews and technical assistance, evaluate and allocate resources for residential services to better meet needs of children and youth in residential care (RCCY: Residential Care for Children and Youth).	
F.3.1 Ensure robust data collection by requiring that RCCY providers use AK Aims as a quarterly reporting tool. (Note: use of this program may also result in accounting efficiencies when the AK Aims billing component is complete.)	2011 APSR: In progress. Starting with SFY11 AK-AIMS is being used as the quarterly reporting tool for the residential care grantees. The billing component is not yet active in AK-AIMS. 2012 APSR: In progress. Providers are reporting data in AK-AIMS. The billing module is not yet running in AK-AIMS. 2013 APSR: In progress. The billing module is still not active. However, in FY14 the providers will start billing Medicaid themselves and OCS will no longer be required to serve as the billing agent.
F.3.2 Using information gleaned from formal site reviews, training and technical assistance, and monthly RCCY provider meetings, ensure quality of service and identify areas of need for improvement.	2011 APSR: On-going. During SFY11 this process is being employed to ensure quality of care and identify areas in need of improvement. 2012 APSR: During the fiscal year this was on-going. The residential care training grant was very active throughout the year when residential care provider needs were identified. 2013 APSR : Ongoing. Over the last year site reviews and routine provider meetings have been utilized to ensure quality of service and areas needing improvement.

F.3.3 Collaborate with DHSS Division Leaders to coordinate oversight, investigations and site reviews of residential providers.	2011 APSR: Achieved. This process is in place with active participation form Public Health Licensing, Juvenile Justice, Behavioral Health, and OCS conducting coordinated joint site reviews.
F.3.4 Access Behavioral Health Individual Service Agreements (ISA) and BTKH funds to provide enhanced and unique services to children and youth in residential care.	2011 APSR: On-going. Individual Service Agreements (ISA's) are being utilized for youth in or at risk of residential care. ISA's are available through OCS, Juvenile Justice, and Behavioral Health. 2012 APSR: The ISA process was used throughout FY12 to provide flexible funding to keep children and youth in community based car. Approximately 80% of available funds will be expended during the year. 2013 APSR: Ongoing. ISA funds continued to be available over the last year - however, only 54% of the available funds were distributed. Over the next year, more education/outreach to case workers through the OCS psychiatric nurses will be utilized in order to generate more access to and awareness about this resource.
Primary Strategy G: SACWIS compliance	
Goal: Achieve full SACWIS compliance	
Action Steps	**Annual Update (includes date completed)**
G.1.0 National Youth in Transition Database (NYTD) fully implemented in the SACWIS system.	
G.1.1 Integrate NYTD components into ORCA release schedule.	2010 APSR: Achieved. Survey component will be implemented in September 2010 and reporting component will be implemented in December 2010.
G.1.2 Design survey component of NYTD.	2010 APSR: Achieved. Design completed.
G.1.3 Design reporting component of NYTD.	2010 APSR: In progress. Report design is scheduled to begin September 2010. 2011 APSR: Achieved. Report deployed.
G.1.4 Implement survey component.	2010 APSR: In progress. The survey component will be implemented October 2010. 2011 APSR: Achieved. Survey deployed.

G.2.0 Fully implement SACWIS components of Fostering Connections	
G2.1 Determine all parts of Fostering Connections the State will implement.	2010 APSR: In progress. During the last year, the ORCA Unit assessed foster connections components to ensure all SACWIS requirements are met. In June 2010, Alaska's Legislature passed the legislation to increase age limit to 21 and allows children to come back in care after being discharged. Regulations governing aspects of the legislation are currently not finalized. ORCA design will follow adoption of the regulations. 2011 APSR: Achieved
G.2.2 Determine which ORCA release the various components of Fostering Connections will be implemented.	2010 APSR: Currently being assessed – anticipated completion in 2011. 2011 APSR: Achieved
G.2.3 Design Fostering Connections modules.	2010 APSR: In progress. During the last year, the Guardianship component was designed. The Adoption components are currently under design. 2011 APSR: Achieved
G.2.4 Implement Fostering Connections modules into ORCA.	2010 APSR. In progress. Implementation is anticipated during 2011. 2011 APSR: Achieved
G.3.0 Residential Care IV-E payments will be fully documented in SACWIS	
G.3.1 Work with Residential Child Care Program Coordinator, Fiscal staff, and other Subject Matter Experts to develop a strategy for implementation of RCC IV-E payments into ORCA.	2010 APSR: Deleted. Since August 2010, OCS no longer claims IV-E reimbursement for RCC.
G.3.2 Determine release date of enhancement.	2010 APSR: No longer applicable.
G.3.3 Design RCC enhancement.	2010 APSR: No longer applicable.
G.3.4 Implement RCC enhancement into ORCA.	2010 APSR: No longer applicable.
G.4.0 ORCA will be fully compliant with AFCARS	
G.4.1 Completion of all AFCARS related Incident Reports	2010 APSR: In progress. Estimated completion is June 2012. 2011 APSR: In progress. Estimated completion was delayed to October 2012. 2013 APSR: In progress. All identified PIP AFCARS incidents are believed to have been resolved. Final test results were submitted to the federal stakeholder in May, 2012, and we are awaiting their response.

G.4.2 Completion of EIS interface.	2010 APSR: In progress. Meetings with EIS representatives to discuss strategies are in progress. 2011 APSR: In progress. Requirements were submitted to EIS technical staff in May 2011. 2013 APSR: Achieved. The EIS interface was completed as of May 2012.
G.5.0 Modify ORCA Case Plan to support Protective Capacity Assessment (PCA)	
G.5.1 (added 6/11) Modify ORCA to support practice model integration and application within permanency planning, including case planning and ability to document initial and on-going assessment of need.	2012 APSR: In progress. (Reference A.3.1.5, A.3.4.4, B.1.6, B.1.9). ORCA will be modified in February 2013. 2013 APSR: In progress. (Reference A.3.1.5, A.3.4.4, B.1.6, B.1.9). ORCA will be modified in October 2013.
Strategy H: Workforce Stability	
Goal: Retain qualified workers.	
Action Steps	**Annual Update (includes date completed)**
H. 1.0 Increase worker retention and satisfaction by providing initial and on-going support and development.	
H.1.1 Decrease turnover rate by 5% during calendar year 2010.	2010 APSR: Ongoing. OCS' turnover rate has increased from 32% percent to 35%. This includes staff that have moved into a new position within the agency. Data is being analyzed to determine how many staff left the agency. 2011 APSR: Ongoing. OCS' overall turnover rate has decreased by 6% to 28.7% which meets the goal; however, OCS will continue to report, track and further decrease the turnover rate. The 28.7% includes promotions and other internal transfers. The percent for frontline staff leaving the agency is 18.3. 2012 APSR: Ongoing. For the first quarter of SFY12. OCS' overall turnover rate has decreased by 16% to 13%. The 13% includes promotions and other internal transfers. 2013 APSR: Ongoing. For the first quarter of SFY13. OCS' overall turnover rate is at 7.52%. This includes employees that have transferred or promoted to other positions, along with 20 vacant positions. Rate is based on Turnover Analysis data as of 09/30/2012.
H.1.2 Develop a system of recognition and rewards for accomplishments of specific organizational goals.	2010 APSR: On-going. The Department of Health and Social Services currently has an employee recognition program which has been utilized by the director and managers throughout the state. The R&R workgroup has discussed and practiced ways for managers to recognize accomplishments on a less formal level and will continue to develop ideas for employee recognition.

	2011 APSR: On-going. Over the past year the Director and Deputy Director have utilized employee incentives to recognize efforts of staff in meeting benchmarks of the Program Improvement Plan. Over the next year, focus will be on recognizing individual accomplishments. 2012 APSR: Ongoing. Over the last year the Director acknowledged managers and key staff who assisted with the PIP. In addition, every supervisor was personally awarded a plaque for their role in moving the agency forward towards making positive gains in meeting benchmarks. Regional managers continue to recognize individual accomplishments and use employee recognition funds to provide rewards and incentives to staff whenever possible. 2013 APSR: Ongoing. Regional Managers continue to recognize individual employee accomplishment through nominating them for awards, newsletter articles, rewards and personal gifts. Managers are encouraged to utilize employee recognition funds for rewards and incentives whenever possible. Senior Leadership is in the process of establishing a statewide system which will include regional budgets and clear instructions for Regional Managers to offer uniform incentives and rewards on a statewide standardized schedule.
H.1.3 Complete evaluations timely specifically reviewing and reflecting on worker's job performance, development and satisfaction of the prior year.	2010 APSR: On-going. Over the last year, management has made a concerted effort to ensure that evaluations are written timely. Salary increases for staff were recently tied to completed evaluations. In addition the State of Alaska is implementing new systems that will allow OCS to pull reports pertaining to current and delinquent evaluations allowing more timely supervision of the process. 2011 APSR: On-going. Administrative Managers receive a report that illustrates evaluations that are due on a monthly basis. This strategy is also included in the Department's retention plan and will continue to be monitored. 2012 - 2013 APSR: Ongoing. Administrative Managers continue to disseminate reports to supervisors and managers which indicate evaluations due and overdue.
H.1.4 Provide all employees with adequate supplies upon hire and as needed.	2010 APSR: On-going. OCS is piloting a "net book" project in order for workers to document worker visits and the like off-site. The division is currently implementing a three year plan to replace all staffs' computers. Broad band increases to the Bethel area has improved ORCA response time and continued efforts to evaluate other rural areas to determine the possibility of expansion of bandwidth is in progress. Calendars of choice are being allowed. 2011 APSR: Achieved. All employees are provided adequate supplies upon hire and as needed. 2012 APSR: Ongoing, The Staff Advisory Board recently informed OCS Leadership that workers in some regions report not having the basic supplies they need. This was immediately addressed by Administrative Operations Manager encouraging all staff to report to their regional admin officers regarding office supply and equipment needs.

	2013 APSR: Achieved. All employees are provided adequate supplies upon hire and as needed.
H.1.5 Evaluate feasibility of designing a structure with Social Worker III positions in each unit to develop a career ladder	2010 APSR: On-going. Currently SWIII/CSSIIIs are utilized in specialty areas. Career ladder use is dependent upon budgetary constraints. The State of Alaska Division of Personnel has a SW/CSS employee classification study in cue. Further evaluation will occur pending results of the study. 2011 APSR: On-going. Waiting for classification study. 2012 APSR: Achieved. Based on the 2012 classification study, a new job class series, Protective Services Specialist will be implemented 7/1/2012. This allows a career ladder for the II level to advance to the III level where they will provide mentoring, training and job shadowing for lower level staff. Current organizational structure and budgeting to be reviewed in SFY13 for possible inclusion of III level positions. The manager positions were also incorporated into this study to allow for better promotional throughout the new job class.
H.1.6 Support specific training needs of workers whenever possible (i.e. excel, word, DV, SA and MH training)	2010 APSR: On-going. In response to the Annual Employee Survey, OCS conducted a training survey. Results of this survey have been evaluated and specific funding provided to each OCS region for in-house training of their choice. Requests for specific training at the division level are incorporated into the annual training plan. 2011 APSR: On-going. A state office staff will be designated to coordinate and track trainings on a statewide basis in coordination with the training academy. ORCA interactive trainings have been utilized during the past year. 2012 APSR: Ongoing. Over the last year, motivational interviewing and DV training was provided (at four pilot sites). During the last year, the Child Welfare Academy began providing interactive webinars for OCS field staff. Recent webinar training topics have included, APPLA, In-Home Safety Pans, Youth Led Webinar and Safety Threats. 2013 APSR: Ongoing. Over the last year the Child Welfare Academy maintained a rigorous agenda of interactive webinars on the following topics: Domestic Violence, Quality Home Visits, Case Plan Goal Writing, Helping Foster Youth Find Success, Self Care, Mental Health Issues and Safety Threats, Writing for Court in CINA cases, APSIN checks, Working with individuals with Developmental Disabilities, Youth Engagement, MEPA, Foster Care Licensing, Working with Foster Parents, and Increasing Placement Stability. In addition, ORCA staff have provided a wide array of special webinar trainings on new ORCA functions and continue to deploy online trainings as well.
H.1.7 Evaluate supervisor to staff ratios statewide to determine if reallocation of staff to supervisor is warranted	2011 APSR: On-going. OCS will be contracting a workload study during SFY12. 2012 APSR: Ongoing. A workload study was recently completed, however study did not address supervisor to worker ratios. This item will be addressed within the next

	two years. 2013 APSR: Ongoing. Case load data, along with staff ratios and the reallocation of staff continue to be explored by the Field Administrator. Decisions have been made regarding moving several frontline positions between regions. Those staffing changes will likely occur within the next year. Analysis specific to supervisory ratios has not yet occurred.
H.1.8 Create schedule for CSMs, Staff Managers, Licensing Program Coordinator, Supervisors and Administrative Supervisors to visit their field offices at least once a year to provide leadership and support staff	2010 APSR: On-going. Managers have made concerted efforts to visit field offices within their regions over the last year. Northern Region CSM visited the following offices: Barrow, McGrath, Galena and Kotzebue. Southeast Region CSM and/or Staff Manager visited Ketchikan, Sitka, and Petersburg. South Central CSM visited: Kenai, Bethel, and Kodiak. 2011 APSR: On-going. Managers have made concerted efforts to visit field offices within their regions over the last year. The Statewide Licensing Coordinator visited: Juneau, Ketchikan, Bethel, Fairbanks and Kenai. Northern Region CSM and/or Staff Manager visited the following offices: Kotzebue, Nome, Barrow, Delta and Galena. Southeast Region CSM and/or Staff Manager visited Sitka and Ketchikan. South Central CSM and/or Staff Manager visited: Unalaska, Kenai, Seward, Homer and Gakona. Western Region CSM visited: Kodiak, and St. Mary's. 2012 APSR: On-going. Managers/Supervisors have continued to make efforts to visit field offices within their regions over the last year. 2013 APSR: Achieved. Managers/Supervisors continue to make efforts to visit each field office within their regions each year.
H.1.9 Continue Staff Survey on an annual basis and develop a plan to address results of the survey.	2010 APSR: On-going. The Annual Employee Survey was conducted in October of 2009. In follow up to the results, training survey was implemented. Results of the survey and ways to address results have been communicated via various methods including employee newsletters, emails, management meetings and director assignments related to specific areas. 2011 APSR: On-going. The survey is utilized by management in a variety of ways to identify and address issues. 2012 APSR: On-going, The survey continues to be heavily referenced by management to inform new initiatives or budget requests from the legislature – such as for the workload study and the creation of the Staff Advisory Board. 2013 APSR: Achieved. The annual staff survey has been institutionalized with strong response rates and utilization by Senior leadership to inform new initiatives and budget requests. A special, additional, staff survey related to worker safety was also administered this year with results helping to inform a new worker safety initiative.
H.1.10 Continue Retention & Recruitment work group efforts implementing ideas/suggestions as offered in the group.	2010 APSR: On-going. The R&R continues to meet on regular basis and is currently developing an on-job-training plan as part of the PIP. 2011 APSR: The R&R work group developed and implemented an on the job training curriculum in February

	2011. 2012 APSR: The R&R work group developed a work plan for 2012 which addresses separate strategies for recruitment and retention. Alternative Work Weeks and Comp Time Agreements are two areas that that R&R work group have focused with respect to Retention. OCS is working on a department wide initiative to create a series of recruitment videos. 2013 APSR: R&R work group continues to meet monthly. This year's efforts have focused on exploring standardization of recruitment strategies. Techniques utilized by North Carolina and Maine for their CPS staff retention efforts and are being examined. The R&R group recently met with state retention staff to explore ways to have continuous recruitment statewide. This will allow OCS to maintain a pool of applicants who can be interviewed with standardized and vetted interview questions to create a pool who are ready to be hired as soon as an employee resigns. This will allow positions to be filled much more quickly, with little delay. The group is also looking at creating an additional set of recruitment video to highlight CPS work in Alaska with honest interviews from workers that speak to the uniqueness of CPS work. Applicants will be required to view this video prior to interviewing for positions so they are fully informed of the difficulty of this work.

Strategy I: Title IV-E PIP

(added 2013. This is a condensed version. Quarterly reports will be submitted to ACF on each strategy and action step outlined in the Title IV-E PIP approved by Region X. Annual reports will be provided below.)

Goal: Develop and Implement on-going process to ensure consistency and accuracy of Title IV-E Claiming

Action Steps	Annual Update
I.1.0 Establish and implement a Title IV-E Quality Assurance System	
I.1.0 Develop the process and protocol for quality assurance for eligibility and licensing files.	2013 APSR: In progress. Draft protocols have been written and in process of being reviewed and finalized.
I.1.2. Develop eligibility teams to meet on a quarterly basis to analyze QA results, assess strength, training needs and /or modifications. Teams will report information to eligibility/licensing management.	2013 APSR: In progress.
I.1.3 Eligibility/Licensing management team will provide quarterly statistics and analysis to senior leadership.	
I.1.4 Explore the ability to incorporate the IV-E QA process into the agency's existing CQI program.	2013 APSR: In progress. Director, Deputy Director, & CQI Team began discussions exploring this.

I.2.0 Facilitate clear and on-going communication & training regarding IV-E between licensing, eligibility and field staff	
I.2.1. Review CPS, Licensing, and Title IV-E policy for required updates to provide guidance and facilitate communication between units.	
I.2.2. Incorporate additional Title IV-E training to be required for all staff on an annual basis.	
I.3.0 Clarify Policy to minimize inaccurate Title IV-E claiming	
I.3.1. Update policy to clarify AFDC eligibility requirements pertaining to the "living with" requirement to ensure accurate use.	
I.3.2. Review and update policy as necessary regarding the appropriate use of continuing IV-E eligibility for up to 14 days for allowable absences from the home.	
I.3.3. Ensure policies in the CPS and IV-E policy manuals clearly reflect the difference between a trial home visit and family visitation. Update as necessary.	
I.3.4. Train staff on new policy	
I.4.0. Increase the Timeliness of Court Orders	
I.4.1. Coordinate with the Attorney General's Office and Court Improvement Project Director for Judge & AAG training on the necessary IV-E verbiage and need for timely orders.	2013 APSR: In progress. AAG preparing memo for dissemination to staff. Statewide AAG training is scheduled for October 2013.
I.4.2. Develop a Court Order tracking mechanism to evaluate trends in the timeliness of filing, service, and/or receipt of court orders.	2013 APSR: Achieved.
I.4.3. Implement practice to provide monthly data and quarterly summary from the court order tracking log to the AAG & CIP	
I.4.4. Establish quarterly teleconference with AAG & CIP to analyze data.	2013 APSR: In progress. A meeting schedule has been initiated.
I.4.5. Work with Department of law regarding timelines for filing orders and distribution of orders	2013 APSR: In progress. Will be included in October 2013 training.
I.4.6. OCS will be provided with access to CourtView	2013 APSR: Achieved.
I.4.7. Streamline processes for internal distribution of signed court orders.	2013 APSR: In progress. Outlook inbox created. Draft protocols complete for all regions.
I.5.0 Modify Licensing Procedures to Increase Title IV-E claiming accuracy	

I.5.1. Review licensing policy manual to ensure fully licensed standards are clearly defined.	
I.5.2. Review licensing template to determine what modifications can be made to clearly reflect if a foster home's provisional license is fully licensed or not fully licensed.	2013 APSR: In progress. Modification request submitted to ORCA
I.5.3 Review ORCA functionality to determine if an edit is available to prevent a license from being reflected as fully licensed if the appropriate conditions are not met.	2013 APSR: In progress. Modification request submitted to ORCA
I.5.4 Coordinate with Division of Health Care Services to ensure licensure requirements are met and tracked.	

Quality Assurance Data

2013 APSR:

In previous years we have reported on the quality assurance measures from the 2008 Child and Family Services Review (CFSR), as well as data from the baseline period, negotiated goal measures for the PIP and PIP Quarter 2 -10 data review measures. Alaska has met all of the PIP goals and is no longer required to report the items to Region X on the quarterly basis. However, Alaska has continued to monitor and will begin reporting on all CFSR Items on an annual basis. This data is derived from on-site reviews. Since July 1, 2013 the OCS CQI team has conducted 27 site reviews.

Outcome and Item	CFSR 2008	Baseline - Calendar Year 2012	Q1 Apr 2012 - Mar 2013
Outcome S1: Children are, first and foremost, protected from abuse and neglect.	**47.1%**	**57%**	**59%**
Item 1: Timeliness of initiating investigations of reports of maltreatment	56%	65%	69%
Item 2: Repeat maltreatment	81%	78%	77%
Outcome S2: Children are safely maintained in their homes whenever possible and appropriate.	**38.5%**	**61%**	**59%**
Item 3: Services to family to protect child(ren) in home and prevent removal	51%	68%	66%
Item 4: Risk of harm to child(ren)	38%	62%	60%
Outcome P1: Children have permanency and stability in their living situation.	**15%**	**39%**	**37%**
Item 5: Foster care re-entries	91%	98%	96%
Item 6: Stability of foster care placement	72.5%	73%	72%
Item 7: Permanency goal for child	45%	63%	66%
Item 8: Reunification, guardianship and permanent placement with relatives	33%	53%	55%
Item 9: Adoption	18%	39%	39%

Item 10: Permanency goal of other planned living arrangement	60%	100%	97%
Outcome P2: The continuity of family relationships and connection is preserved for children.	**62.5%**	**86%**	**86%**
Item 11: Proximity of foster care placement	90%	98%	99%
Item 12: Placement with siblings	91%	92%	91%
Item 13: Visiting with parents and siblings in foster care	62%	85%	83%
Item 14: Preserving connections	77.5%	95%	96%
Item 15: Relative placement	83%	92%	93%
Item 16: Relationship of child in care with parents	47%	61%	54%
Outcome WB1: **Families have enhanced capacity to provide for their children's needs.**	**23.1%**	**41%**	**38%**
Item 17: Needs and services of child, parents, foster parents	32%	54%	53%
Item 18: Child and family involvement in case planning	37%	41%	38%
Item 19: Worker visits with child	26%	49%	45%
Item 20: Worker visits with parents	20%	22%	19%
Outcome WB2: Children receive appropriate services to meet their educational needs.	**76.1%**	**91%**	**92%**
Item 21: Educational needs of the child	76.1%	91%	92%
Outcome WB3: **Children receive adequate services to meet their physical and mental health needs.**	**52.5%**	**84%**	**81%**
Item 22: Physical health of the child	71%	97%	96%
Item 23: Mental health of the child	55%	82%	78%

AFCARS and NCANDS Data Measures

2013 APSR:

The chart below illustrates the goals for safety and permanency federal measures established during the development of the 2008 CFSR PIP. The OCS continues to track and closely monitor these measures. We have noticed a recent trend in the increase of repeat maltreatment. Analysis determined that delays in documenting investigation results in our information system resulted in an underreporting of repeat maltreatment for prior years. In August of 2012, OCS completed a statewide effort to eliminate the data entry backlog. In addition, OCS instituted monitoring and practice changes to ensure that investigation results are now documented timely. These steps have improved the accuracy of our reporting for this measure. During FFY10, FFY11, FFY12 Alaska exceeded national standards related to Permanency Composites, 2, 3 and 4 as illustrated below. The permanency related outcomes are based on the most recent AFCARS files and the safety related outcomes are based on the most recent NCANDS submission.

Data Measures	FFY06b07a (CFSR Self Assessment)[3]	FFY 2010AB[4]	FFY 2011AB[5]	FFY 2012AB[6]	National Standard
Absence of Maltreatment Recurrence	90.7	92.9	91.8	87.8	94.6
Absence of Child Abuse and/or Neglect in Foster Care	99.57	99.50	99.60	99.10	99.68
Permanency Composite 1: Timeliness and Permanency of Reunification	122.4	114.6	105.0	102.0	122.6
Permanency Composite 2: Timeliness of Adoptions	81.1	138.5	136.2	139.7	106.4
Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time	125.4	130.1	137.0	140.1	121.7
Permanency Composite 4: Placement Stability	73.1	111.3	107.4	108.7	101.5

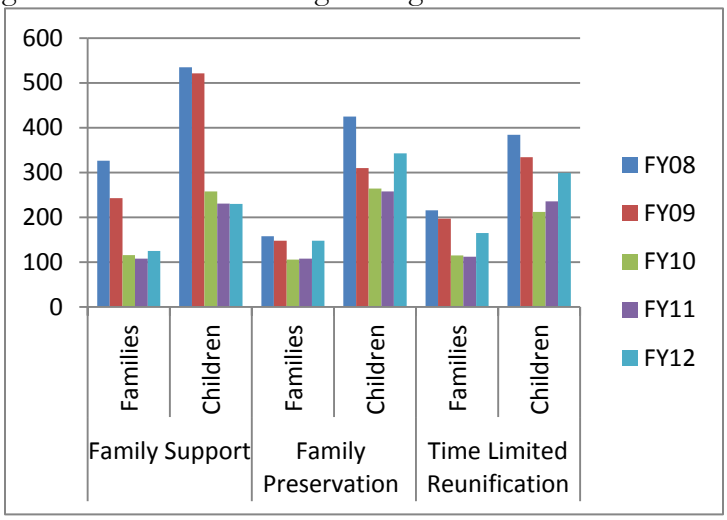
[3] FFY06b = 4.1.06 - 9.30.06; FFY07a = 10.1.06 - 3.31.07
[4] Measures based on Data Profile, April 12, 2011
[5] Measures based on Data Profile, January 31, 2012
[6] Measures based on Data Profile, March 13, 2013.

Section 3: Title IV-B Subparts I and II

In-Home Family Services Continuum

Please refer to prior year's reports for prior year updates.

2013 APSR: The IV-B funded programs will complete the final year of a three-year solicitation in June 2013. For the first time in many years, grantees have seen an increase in the number of families and children served by all IV-B funded programs. Additional funding to all grantees has allowed for an increased capacity to serve families. Also, increased technical assistance and training to grantees has resulted in a stronger administrative structure for agencies in support of reaching the outcomes of these programs



The Service Array Section analyzed the data from FY2010-FY2013 to determine which services were most utilized and will realign funding to areas that demonstrate the most need. Data from the previous funding cycles indicates a greater utilization (and need) for services in the Time Limited Family Reunification category of funding. Therefore, the OCS is shifting funds to those grant programs supporting reunification services, to include the Time Limited Family Reunification and Family Contact Services Center grant programs.

All of the programs in the continuum, including the Intensive Family Preservation Services for Youth at Risk of or Experiencing Severe Emotional Disturbance funded through other OCS funds, will be re-solicited for a one-year grant term. This will allow the OCS to collapse these services into one Request for Proposals (RFP). Because of the preventative focus of Family Support Services, this grant program will remain independent of the other service categories and will be solicited through a separate RFP.

Assessment of Need and Ongoing Service Refinement

Family Support Services Accomplishments/Progress and Future Plans

2013 APSR: Eight awards were made in FY13, with the criteria outlined in the 2010-2014 CFSP. Grants were funded in the communities of Palmer/Wasilla; Juneau; Craig, Klawock, Hollis, Hydaburg, Thorne Bay and Naukati; Fairbanks; Kenai; Nome; Bethel; and Anchorage. This is the final year of a three-year funding cycle. The allocation of IV-B funding to this funding category remained at 5% for the SFY13 awards due to the reductions in funding creating a shortfall in the grants overall. The remaining 15% of funding was supplanted by CBCAP funds in this category, diverting funding to the Family Preservation service category. This change is also reflected in the CFS-101 annual estimates.

Overall, the Family Support grantees struggled to meet their expected hours of service and utilization increased only slightly from the previous year. The NCFAS assessment also continues to pose challenges for these providers. This suggests that these services are less frequent in direct contact, impacting the grantee's ability to meet these two defined outputs. In the upcoming funding round, grantees will still be required to achieve the same expected hours of direct contact, with the Program Coordinator closely monitoring and further defining 'direct contact' in this service category. The NCFAS will no longer be a mandated assessment for the Family Support grant program, so grantees will be able to propose an assessment that is more suited for the services they provide.

Individual grantees were limited in referrals, illustrating the need for a strong outreach/marketing plan as part of the sustainability efforts needed by each agency and the State. In the new solicitation period there will be a strong emphasis on this strategy. The OCS will continue to explore the barriers to referring families who have been screened out of our system, but are still coming up against concerns of confidentiality and the appropriateness of those referrals.

Family Preservation Services Accomplishments, Progress and Plans

2013 APSR: Ten Family Preservation and one Intensive Family Preservation awards were made in FY13, with the criteria outlined in the 2010-2014 CFSP. The communities served included Palmer/Wasilla; Juneau; Anchorage; Fairbanks; Bethel; Kenai; Nome; and Ketchikan. This is the final year of a three-year funding cycle. The allocation of IV-B funding to this funding category remained at 45% for the SFY13 awards due to the reductions in funding creating a shortfall in the grants overall. The additional 15% of funding was diverted from the Family Support service category and supplanted by CBCAP funds. This change is also reflected in the CFS-101 annual estimates.

Overall, the Family Preservation grantees struggled to meet their expected hours of service and utilization increased only slightly from the previous year. The Intensive Family Preservation grantee has been more stable in their second funding year, more than tripling the amount of families served by the program. Efforts to further educate OCS staff about the availability of Family Preservation services have promoted an increase in referrals in areas of the state that have seen low referrals.

Given the reductions to funding, and the lack of utilization of these services over the last five fiscal years, the funding available in FY14 will be reduced. This will have a direct impact on existing grantees as the number of awards will be impacted by the availability of funds. This will require the OCS to look closely at programs that have continued to struggle in meeting their outcomes and serve families consistently.

Time Limited Family Reunification Services Accomplishments, Progress and Plans

2013 APSR: There were seven awards in FY13 for the Time Limited Family Reunification (TLFR) Program and one award for the Family Contact Services Center approved with the criteria outlined in the 2010-2014 CFSP. Grants were funded in the communities of Palmer/Wasilla; Juneau; Fairbanks; Kenai; Ketchikan; Nome; and Anchorage. The utilization of Time Limited Family Reunification and Family Contact Services remains high across the state, with service numbers for families and children increasing for two consecutive fiscal years. Those families served by the program (representing approximately 12% of the children in out-of-home placement) receive services exceeding 95% of the rate of service delivery expected by the program. The data trend suggests a high demand for these services in all communities.

In the upcoming funding cycle, the OCS will reallocate resources from multiple sources, including the IV-B funding sources, to align with the utilization and need as reflected by grantee reporting and feedback from OCS Regional Management. We hope to increase the number of OCS involved families and children receiving Family Contact Support Services from 12% to 18% with the increased resources in this service category. A new Family Contact Services Center will be established in the Southcentral Region in FY14, with efforts by the Program Coordinator to glean interest from providers to implement a Center in the Western Region to serve the Bethel area.

Adoption Promotion and Support Services Accomplishments, Progress and Plans

2013 APSR: The Office of Children's Services continues to provide "Services for Adoption Support" through a grant with the Alaska Center for Resource Families. The grant was established to provide seamless continuation of support for adoptive and guardianship families of Alaska through pre- and post- adoption / guardianship services. This ongoing collaboration with ACRF provides for improved outcomes to children and families through the provision of services including: family preparation services, information and referral services, crisis intervention services, and case management services. The population served through this grant includes all families in Alaska who have adopted children through public and private adoptions. Services are available throughout the State of Alaska by face to face, self-study courses, and telephone services.

Grant services for adoption support will continue in the coming year.

During the past year, services were provided through the grantee from July 2012 through March 31, 2013. Training and support were available in the follow formats:

- Face to face classes – 218 offered
- Self-study course – 1,341 available
- Telephonic or webinar classes - 35 offered

The following family specific support services to adoptive and guardianship families:

- Recruitment services provided to 73 families
- Case management services provided to 113 families
- Resource referrals provided to 29 families
- Support services provided to 633 families

Consultation and Coordination

Title IV-B I and II funded programs are spread throughout the continuum of services developed by the OCS Service Array Section. These programs are closely linked to other services provided by the agency. They are also supported by other programs in other State of Alaska DHSS divisions, and federal and private partners nationwide.

In addition to those collaborations highlighted Section 1 of this plan, the following represents partnerships with agencies and groups specific the Title IV-B funded programs.

Bring the Kids Home

2013 APSR: The Division was successful in securing funding through the Bring the Kids Home Project to continue funding the Intensive Family Preservation Services for Children at Risk of or

Experiencing a Severe Emotional Disturbance (SED) for the FY13 and FY14 fiscal years. The grantee serves families in Juneau. The program had a late start in FY11, but finished strong in FY12, tripling the number of families served in the previous year. The funding cycle ends in FY13 and it is anticipated the same grantee will continue as the grantee in FY14.

Early Childhood Comprehensive Systems/Strengthening Families and Infant Learning Program

2013 APSR: In FY13, a small number of the IV-B grantees trained in Strengthening Families implemented the parenting education portion of the program. These agencies are also recipients of the Strengthening Families program support provided through the ECCS Programs. The Resource Center for Parents and Children, a Family Preservation grantee in Fairbanks, is field testing a developmental assessment for the ECCS through an amendment to their IV-B grant award. The Program Coordinators for each program hope to continue the pilot in FY14 and will be finalizing evaluative measures for the project.

Community Based Child Abuse Prevention

2013 APSR: The CBCAP and IV-B grant funded programs continue to be managed by a single Program Coordinator. All Family Support grant programs are funded through a blending of these federal funds. Partnership with the CBCAP program also offers training and technical assistance to grantees of all service categories. In FY2013, the CBCAP program brought on new federal priorities for funding services, with further emphasis on Trauma Informed practice and funding availability for substance abuse treatment and recovery services.

In FY2012, efforts were planned to develop a single set of outcomes and reporting requirements for all IV-B and Rural Social Services grantees. While the grant programs were unable to come up with a set of common reporting requirements, due to the restructuring and redirection of the Rural Social Services grant program focus, the outcomes for all of these grant programs have been anchored around the outcomes of the OCS Practice Model. In FY14, grantees will be expected to propose outcomes that directly support the outcomes of the OCS Practice Model, which are directly connected to the outcomes of the federal Child and Family Services Review (CFSR).

Section 4: Chafee Foster Care Independence and Education and Training Programs

Report on the specific accomplishments and progress achieved to date in the past fiscal year toward meeting each goal and objective in the CFSP including improved outcomes for children and families, as well as providing a more comprehensive, coordinated, and effective child and family services continuum.

2010 APSR: During the past year, the Office of Children's Services worked to improve its service delivery for youth transitioning to adulthood by making social workers, foster parents and community stakeholders aware of the resources available to youth transitioning from state care. Transitioning services were provided to youth and young adults age 16 1/2 through 21 while work continued to limit the gap in services delivery in the rural communities and to make independent living services available to all eligible youth across the state. Alaska participated in work groups and recruited key partners to build cross-system collaborations to improve educational, housing, and employment outcomes for youth as they transition out of foster care.

2011 APSR: Services continued as described above. There were two newly created Independent Living Specialists to serve the Western Region and Anchorage. In September 2010, OCS implemented a more comprehensive transition planning model for youth ages 17 and older. Plans for FY12 include engaging more youth in transition planning on a continuous basis; this will be accomplished through a more robust quality assurance review and oversight.

2012 APSR: Services continued as described above. The two additional Independent Living Specialists serving the Western Region and Anchorage contributed to a more comprehensive and effective program across a wider geographical area of the state. OCS completed implementing a comprehensive transition planning model to include all youth ages 16 and older. Enhancements include engaging more youth in transition planning on a continuous basis and a higher level of quality assurance review and oversight, especially in the Western region. Plans for FY 13 include continued engagement and to address the gap in services delivery in the rural communities.

2013 APSR: OCS completed implementing a comprehensive transition planning model to include all youth ages 16 and older. Enhancements also include engaging more youth in transition planning on a continuous basis and a higher level of quality assurance review and oversight through regional supervision. Plans for SFY 2014 include continued expansion of service delivery to a wider range of communities across the state.

Describe activities in the ongoing process of coordination and collaboration efforts conducted across the entire spectrum of the child and family service delivery system. This should include stakeholder or partner involvement in the review of progress made in the past fiscal year.

2010 APSR: Over the past year, OCS partnered with a wide range of state and local agencies including school districts, the state court system, the Alaska Office of Public Advocacy, and Facing Foster Care in Alaska to build on and improve existing cross-system collaborations and improve educational and housing outcomes for youth as they transition out of foster care.

OCS coordinated with the Department of Labor, Wagner-Peyser and Workforce Investment Act (WIA) Youth program to ensure foster care youth received specific services related to employment and career enhancement.

In collaboration with Facing Foster Care in Alaska, four retreats were held in Anchorage, Alaska to bring together both in care and out of care youth who have had direct experience with the foster care system. This venue provided the opportunity for the out of care youth to mentor in care youth in peer-to-peer life skills, practical application opportunities and available resources. Approximately 120 youth from both the urban and rural communities attended the retreats.

OCS used CFCIP funds to staff up to four Independent Living Specialist positions located across the state who worked directly and collaboratively with the case managers, foster parents, contracted providers, and youth.

2011 APSR: Services and partnering with a wide range of agencies continued over the past year as described above. The state continued collaboration with Facing Foster Care in Alaska and an equal number of retreats bringing together youth with system experience were held, with approximately 120 youth in attendance. OCS continued collaboration with the Department of Labor and Workforce Development, the Alaska Office of Public Advocacy, the University of Alaska and the Anchorage School District to ensure cross-system partnerships were in place to improve educational and employment outcomes for youth. Additional funding was received to staff two additional Independent Living Specialist positions located in the Western and Anchorage regions. Plans for SFY12 include expanding partnerships with a wider range of agencies to improve housing opportunities for youth who age out of care.

2012 APSR: Services and partnering with a wide range of agencies continued over the past year. The state continued collaboration with FFCA to host four retreats, bringing together youth with experience in the foster care system. Approximately 120 youth attended the four retreats hosted in 2012.

OCS expanded collaboration with the Department of Labor and Workforce Development through additional service agreements, and the partnerships to improve educational and employment outcomes with the University of Alaska continued in place. Plans for FY 13 include continued partnerships with the University of Alaska (UAA) Child Welfare Academy to increase participation in post-secondary educational programs; the Department of Labor for continued job development services; and the Alaska Housing Finance Corporation to increase housing opportunities for youth who age out of care.

2013 APSR: Services and partnering with a wide range of agencies continued over the past year. The state continued collaboration with FFCA to host four retreats, bringing together youth with experience in the foster care system. Approximately 120 youth attended the four retreats hosted in 2013. OCS continued collaboration with the University of Alaska (UAA) Child Welfare Academy to improve educational and employment outcomes and with the Alaska Housing Finance Corporation to increase housing opportunities for youth who age out of care.

Report on the specific accomplishment achieved to-date and planned activities for the upcoming year for each of the following seven purpose areas:

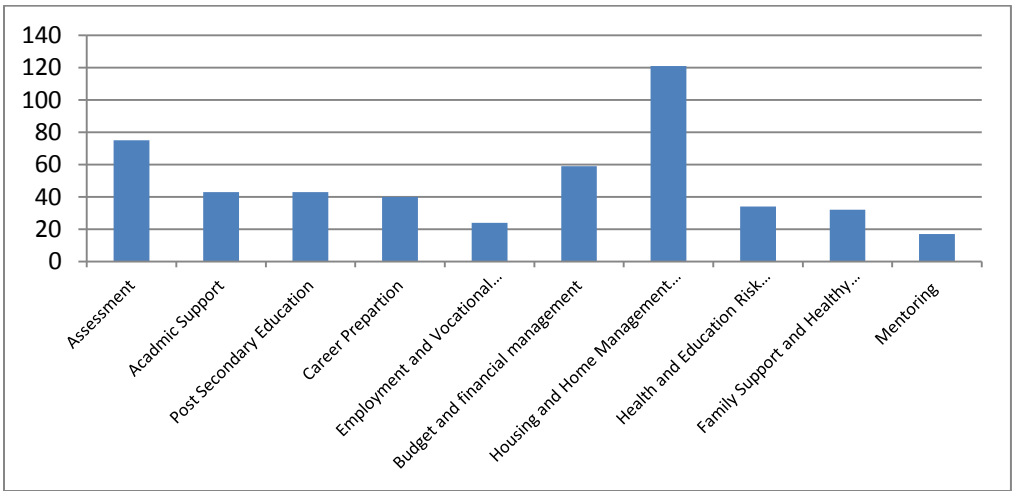
1. Help youth transition to self-sufficiency.

2010 APSR: The Office of Children's Services through the Independent Living (IL) Program provided youth age 16-18, Life Skills Training using the Preparation for Adult Living model (PAL). Additionally, the IL Program collaborated with the Department of Labor's youth programs to assist youth in preparation for employment and finding part-time employment while they are in state custody.

2011 APSR: Youth training and service provisions were continued as described above with the addition of more intensive employment exploration through the use of interactive career fairs. To ensure more comprehensive transition planning opportunities for youth in care, the Office of Children's Services continued collecting aggregate data using the Ansell-Casey Life Skills Assessment (ACLSA) tool to assess the youth's strengths and challenges to create youth driven transition plans. Plans for FY 2012 include comprehensive transition planning opportunities for all youth age 16 and older, regardless of his/her permanency goal and referral to services including mentorships, post-secondary educational support, financial management, housing education, health education and risk prevention.

2012 APSR: Youth training and service provisions were continued including the more intensive employment exploration via interactive career fairs and onsite career guides. The Office of Children's Services continued collecting aggregate data using the Ansell-Casey Life Skills Assessment (ACLSA) tool to assess the youth's strengths and challenges to create youth driven transition plans. Plans were successfully implemented to include comprehensive transition planning opportunities for all youth age 16 and older, including career preparation, mentorships, post-secondary educational support, and financial management, housing education, health education and risk prevention services. Plans for FY 13 include implementation of the new Casey Life Skills Online Assessment Tool beginning September, 2012 and the development of an IL Services Tool Kit to guide staff in service delivery.

2013 APSR: Continued to provide regular comprehensive transition planning sessions and services for all youth age 16 and older, and referral to services including mentorships, post-secondary educational support, financial management, housing, education, health education and risk prevention training. The new Casey Life Skills Online Assessment Tool was implemented beginning in September 2012. The following illustrates the type and number of Independent Living Services provided to 261 youth during the NYTD reporting period of October 1, 2012 – March 30, 2013



Plans for SFY 14 include further expand services in rural areas and to develop an Independent Living Services Tool Kit to guide staff in service delivery.

2. Help youth receive the education, training, and services necessary to obtain employment.

2010 APSR: The Office of Children's Services through the IL Program used the Preparation for Adult Living (PAL) curriculum, which included an employment component that provided skill development related to work ethics and job interviewing. Also, in a continued collaboration with the Department of Labor and Workforce Development youth received specific services related to employment and career enhancement. Youth residing in rural areas were invited to attend the annual education conference, where their assigned Regional Independent Living Specialist (RILS) was available to provide resources, training, and referrals.

2011 APSR: Youth training and service provision continued as described above with the addition of an enhanced pilot project with the Department of Labor and Workforce Development to provide a dedicated job developer for each foster care youth desiring employment. Based on the youth's specific career desires, the job developer actively recruited employers to obtain work experience and job opportunities for the foster care youth. The job developer worked with the employer and foster care youth providing the required one-on-one counseling, coaching, and other needed employment services such as interview skills, corporate attire and professional etiquette. These enhanced employment services were available to both youth in care and those who have left foster care because they have attained 18 years of age, and have not attained 21 years of age.

Plans for SFY12 include continued collaboration with the Department of Labor and Workforce Development to provide a dedicated job developer, four interactive career fairs in high demand industries. Expanded employment and career enhancement services to include on the job training, apprenticeships, internships, and work experience opportunities for all youth age 16 and older will also be provided. Another planned expansion is to leverage funding from Youth First to include paid Peer Employment Facilitators in each job center to act as peer navigators for youth in foster care.

2012 APSR: Youth training and service provision continued as described above including continued cooperation with the Department of Labor and Workforce Development to provide a dedicated job developer and career guides for foster care youth seeking employment. Enhanced employment services were made available to all eligible youth in the high population communities of Anchorage and Wasilla. Plans for FY 13 included continued collaboration with the Department of Labor to expand career and job training opportunities for youth both in and out of foster care.

2013 APSR: There was ongoing cooperation with the Department of Labor and Workforce Development to provide career and job training services for foster care youth seeking employment in the Anchorage area. Plans for SFY 14 include continued collaboration with the Department of Labor to expand career and job training assessment through the development of our IL Toolkit.

3. *Help youth prepare for and enter post-secondary training and educational institutions.*

2010 APSR: Alaska's IL Program offered youth interested in postsecondary education or training the opportunity to participate in the annual education conference held at the University of Alaska Anchorage campus. This conference exposed youth to college life, vocational training, and the chance to hear about the Job Corps. For youth in other regions that were unable to attend the annual education conference, their assigned Regional Independent Living Specialist provided resources, training, and referrals related to post-secondary educational opportunities.

2011 APSR: Youth training and service provision continued as described above. The annual education conference took place in July 2010, at the University of Alaska, Fairbanks campus and 25 youth throughout Alaska attended. To enhance supports for youth entering college, OCS and the University of Alaska, Center for Community Engagement and Learning, collaborated on a pilot project called "Campus Connections." This project was created to provide oversight and assistance for foster youth alumni so that if they experience significant educational challenges one semester, there was communication with an on-campus mentor to encourage them to seek assistance rather than drop out of college. Plans for SFY12 will include continued collaboration with the University of Alaska as well as with the school districts to ensure youth receive academic counseling, including assistance in applying for or studying for a GED exam; tutoring; help with homework; study skills training and assistance accessing other educational resources.

2012 APSR: Youth training and service provision continued as described above. The annual education conference again took place in July 2011 at the UAA Fairbanks campus, with 26 foster youth attending from throughout Alaska. The "Campus Connections" project was implemented and provided significant assistance for foster youth in higher education. Collaborations with the University of Alaska for educational assistance were fully implemented. Plans for SFY13 include continued collaboration with the University of Alaska, with the expansion of this collaboration to include the UAA Child Welfare Academy, who will administer the Education and Training Voucher Program statewide. This will expand youth participation in post-secondary education services and ensure continued support to youth already receiving post secondary educational support.

2013 APSR: Collaborated with the UAA Child Welfare Academy to administer the Education and Training Voucher Program statewide. The annual education conference took place in October 2012 at the UAA campus, with 30 foster youth attending from throughout Alaska. Plans for SFY14 include continued collaboration with the UAA Child Welfare Academy, with the education conferences to take place at multiple locations throughout Alaska, including Bethel, Fairbanks and Juneau.

4. *Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults.*

2010 APSR: Training related to the importance of youth having connections with adults who will play a significant role in their lives was provided to OCS staff and foster parents. Each region had a dedicated RILS to assist foster care alumni in identifying resources and funds to help youth in their transition to adulthood while maintaining cultural connections. The IL Program collaborated with other community resources to create mentoring opportunities for youth in custody and alumni of the foster care system.

2011 APSR: Youth training and service provision continued as described above. In addition, a statewide program was developed to provide mentorship services for youth throughout Alaska.

Mentors worked with foster youth both in and out of OCS custody, supporting their individual needs as described in their personalized case plans as they transition out of foster care. Plans for SFY12 include mentorship services with expanded recruitment, and employer outreach as mentors as well.

2012 APSR: Youth training and service provision continued throughout the year. The statewide Mentorship for Independent Living Grant Program was expanded and intensified recruitment efforts. Mentors continued to work with foster youth both in and out of OCS custody. for the Mentorship for Independent Living Grant Program was funded for an additional three-year cycle beginning in SFY13 and will continue to provide mentorship services for youth in and out of care ages 16 to 21.

2013 APSR: Youth training and service provision continued throughout this fiscal year. Recruitment efforts intensified in the Anchorage area which contains the highest population of eligible youth. Mentors continued to work with foster youth both in and out of OCS custody under the Mentorship for Independent Living Program. For SFY14 the Mentorship for Independent Living Program will continue to provide mentorship services for youth in and out of care ages 14 to 21.

5. ***Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and then making the transition from adolescence to adulthood.***

2010 APSR: With the majority of foster care recipients age 18 to 21 residing in Anchorage or the surrounding area, the IL Program maintained a grant in the Anchorage area to assist youth to locate housing, employment, education, and appropriate support services. This was in addition to the support provided by the RILS located in the Anchorage region. The IL Program collaborated with the Department of Labor's Youth Program to identify training resources and employment opportunities for former foster care recipients.

2011 APSR: Youth training and service provision continued as described above. In addition, services were extended to other areas of the state through the new IL specialist positions. Additional funding for housing assistance and employment training services was also obtained. Plans for SFY12 include more intensive employment and training services for former foster care recipients between 18 and 21 years of age.

2012 APSR: Over the last year, youth training and service provision continued as described above. Services were provided in the more remote geographical areas of the state through the expanded IL specialist positions. Increased funding levels for housing assistance and employment training services were maintained. Plans for more intensive employment and training services for former foster care recipients between 18 and 21 years of age were developed and successfully implemented. Plans for SFY13 include a partnership with the Alaska Housing Finance Corporation to increase housing opportunities for youth who age out of care.

2013 APSR: Increased housing opportunities were realized in partnership with the Alaska Housing Finance Corporation for youth who age out of care. Services continued in the more remote geographical areas of the state through the expanded IL specialist positions. Increased funding levels for housing assistance and employment training services were maintained. Plans for more intensive employment and training services for former foster care recipients between

18 and 21 years of age were developed and successfully implemented and the IL Program saw a corresponding increase of services to youth age 18 to 21. Plans for SFY 14 are to include housing opportunities for youth who age out of care through continued partnerships with Alaska Housing Finance Corporation. Also to provide continued services in the more remote geographical areas of the state through the use of the expanded IL specialist position in the Western Region.

6. ***Make available vouchers for education and training, including postsecondary training and education, to youths who have aged out of foster care.***

2010 APSR: The annual education conference held in Anchorage, Alaska acquainted youth with vocational training programs and postsecondary training opportunities. All youth who applied for funding and met the requirement received ETV funding. Assistance in applying for ETV funds was provided by the Regional Independent Living Specialists and the Independent Living grantee. The IL Program Coordinator ensured payments were made to the qualified postsecondary training institution and/or college.

2011 APSR: All youth who applied for funding and met the requirement received ETV funding. Assistance in applying for ETV funds was provided by the Regional Independent Living Specialists and the Independent Living grantee. The IL Program Coordinator ensured payments were made to the qualified postsecondary training institution and/or college. Plans for SFY12 include continuation of the current procedures and policies for youth who for qualified postsecondary training.

2012 APSR: All youth who applied for funding and met the requirement received continued assistance in applying for ETV and other funds to help meet their educational goals. The IL Program Coordinator ensured payments were made to the qualified postsecondary training institution and/or college. Plans for SFY13 include collaboration with the UAA Child Welfare Academy to administer the ETV Program and build upon what is currently available to youth.

2013 APSR: Collaborated with the UAA Child Welfare Academy to administer the Education and Training Voucher Program statewide. The Regional Independent Living Specialists continue to discuss post-secondary education and ETV funds during the youth's regular transition planning meetings and annual educational conference. Alaska has continued to fund all ETV applicants to date. Plans for SFY14 include continued collaboration with the UAA Child Welfare Academy to administer the ETV Program and build upon what is currently available to youth.

7. ***Provide the services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption.***

2010 APSR: Alaska made independent living services available to all youth who either exited foster care after age 18 or entered into adoption or guardianship after reaching the age of 16½.

2011 APSR: Alaska changed eligibility for IL and ETV funds to include all youth who are in foster care on or after their 16th birthday. This includes youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption. Due to the passage of state legislation, re-entry to care was made available for the first time to youth who had aged out of the system. Plans for SFY12 include continuation of the current procedures and policies for service delivery to this population.

2012 APSR: Alaska continued eligibility for IL and ETV funds to include all youth who are in foster care on or after their 16th birthday. This includes youth who, at 16 years of age, left foster care for kinship care, guardianship or adoption. Plans for SFY13 include continuation of the current procedures and policies for service delivery to this population.

2013 APSR: Alaska continued eligibility for IL and ETV funds to include all youth who are in foster care on or after their 16th birthday. This includes youth who, at 16 years of age, left foster care for kinship care, guardianship or adoption. Plans for SFY14 again include continuation of the current procedures and policies for service delivery to this population.

Report activities performed in the past year and planned for the upcoming year to coordinate services with other Federal and State programs for youth (especially transitional living programs funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974, abstinence programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies in accordance with section 477(b)(3)(F) of the Act.

2010 APSR: OCS coordinated services with the Department of Labor and Workforce Development, Wagner Peyser and WIA Youth programs to provide employment and training resources for former foster care youth.

The Anchorage Regional Independent Specialist worked closely with the school district to case manage foster care youth to ensure attainment of their GED or High school diploma was achieved. As a result of this collaboration, the rate of attainment of a degree or certificate increased by 27% for foster care youth in this region.

2011 APSR: OCS coordinated services with the Department of Labor and Workforce Development, Wagner Peyser and WIA Youth programs to provide employment and training resources for former foster care youth.

The Anchorage Regional Independent Specialist worked closely with the school district to case manage foster care youth to ensure attainment of their GED or high school diploma was achieved. Plans for SFY12 include continuation of coordinated services the school districts and Department of Labor and Workforce Development, Wagner Peyser and WIA Youth programs to provide employment and training resources for former foster care youth.

2012 APSR: OCS coordinated services with the Department of Labor and Workforce Development to provide career preparation and training resources for both current and former foster care youth. Plans for SFY13 include coordinated services with Rural Employment and Training Service Providers and the Department of Labor and Workforce Development to provide employment and training resources for current and former foster care youth. Also planned is collaboration with Alaska Housing Finance Cooperation to provide 45 Housing Vouchers to former foster youth throughout Alaska.

2013 APSR: Implemented planned collaboration with Alaska Housing Finance Cooperation on the Tenant Based Rental Assistance (TBRA) Program. Coordinating services with the Department of Labor and Workforce Development to provide employment and training resources for current and former foster care youth throughout Alaska continued. Regional Independent Living Specialists provided career planning services in the rural areas where job centers were unavailable. Plans for

SFY14 include continued collaboration and coordination with these agencies to provide housing, career preparation and training resources.

Provide information on specific training that was conducted during the past year and planned for upcoming year in support of the goals and objectives of the States' CFCIP and to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living. CFCIP training may be incorporated into the training information discussed under the training section for the APSR, but should be identified as pertaining to CFCIP.

2010 APSR: The RILS worked with FFCA to recruit youth panels to assist in training foster parents in their regions. In October, 2009, the Alaska CASA/GAL sponsored a conference, *Reaching New Heights for Children and Youth* for social workers and providers. FFCA and the RILS provided training specific to youth transition out of foster care at this conference.

The *Alaska Families: Weaving a Better Future* conference was held May 25, 2010 – May 27, 2010. The conference was sponsored by the Department of Health and Social Services and the Alaska Center for Resource Families. The conference provided an opportunity for Alaska's foster parents, adoptive parents, birth parents, relative caregivers and health and human service professionals to increase their skills and address the issues confronting adolescents preparing for independent living. The IL Program Coordinator and staff from OCS attended this conference as well.

2011 APSR: The RILS continued work with FFCA to recruit youth panels to assist in training foster parents in their regions. FFCA and the RILS provided training specific to youth transition out of foster care at this conference.

The Alaska Families: Weaving a Circle of Care conference was held April 4-6, 2011. The conference was sponsored by the Department of Health and Social Services and the Alaska Center for Resource Families. The conference provided training for Alaska's foster parents, adoptive parents, birth parents, relative caregivers and health and human service professionals regarding specific issues such as permanency for older youth transition out of foster care.

Alaska continued to contract with Alaska Center for Resource Families to provide training and resources for foster parents statewide. Plans for SFY12 include continuation of these contracted services and additional skill trainings for all the stakeholders including foster parents, adoptive parents, birth parents and relative caregivers.

2012 APSR: The IL Specialists continued work with FFCA to recruit youth panels to assist in training foster parents in the OCS regions. OCS continues to contract with Alaska Center for Resource Families to provide training to foster parents, adoptive parents, birth parents, relative caregivers and child welfare professionals in the areas of permanency, attachment and addressing the needs of children and youth in care. Plans for SFY13 include continuation of these contracted services, with additional skill trainings for all the stakeholders including foster parents, adoptive parents, birth parents and relative caregivers.

2013 APSR: The Regional Independent Living Specialists continued work with FFCA to recruit youth panels to assist in training foster parents in the OCS regions. OCS continued to contract with Alaska Center for Resource Families to provide training to foster parents, adoptive parents, birth

parents, relative caregivers and child welfare professionals in the areas of permanency, attachment and addressing the needs of children and youth in care. Plans for SFY14 include continuation of these contracted services and additional skill trainings including foster parents, adoptive parents, birth parents and relative caregivers.

If applicable, update the information regarding service design and delivery of a new or changed trust fund program for States that choose to establish a trust fund program for youth receiving independent living services or transition assistance. Note: CFCIP funds placed in a trust fund must be expended during the applicable grant period.

2010 APSR: Alaska does not offer a state trust fund. Alaska does have a permanent fund dividend program. When a dividend is received on behalf of a youth it is placed in a trust account and released after the age of 18 with a court order. These funds may be released if the youth needs assistance that OCS is unable to provide, however, court action is required to release any funding during their time in care.

2011 APSR: No change to the trust account system. Plans for SFY12 anticipate continuation of the current system.

2012 APSR: No change to the trust account system. Plans for SFY13 anticipate continuation of the current system.

2013 APSR: No change to the trust account system. Plans for SFY14 anticipate continuation of the current system.

Describe any activities undertaken to involve youth (up to age 21) in State agency efforts such as the CFSR/PIP process and the agency improvement planning efforts.

2010 APSR: In the spring of 2010, OCS, FFCA and Casey Family Programs collaborated on a Permanency Roundtable Project to address permanency for youth who had been in foster care. OCS and FFCA will continue the project and anticipates implementation late 2011.

2011 APSR: The Permanency Roundtable Project continued over the past year. In June 2011, with the additional collaboration efforts of Central Council of the Tlingit and Haida Indian Tribes of Alaska, the first permanency roundtable sessions took place. During the next year, the possibility of adding additional round tables will be explored.

2012 APSR: The Permanency Roundtable Project continued through October 2011. Plans for SFY13 include continued collaboration with FFCA to involve youth age 16 to 21 in Alaska's planning for the review of processes and policies related to services to older youth.

2013 APSR: To ensure continued feedback and input from older youth, both OCS and FFCA leadership met quarterly, thereby ensuring that youth aged 16-21 were involved in the planning process and helped review policies related to services to older youth. Plans for SFY14 are to continue these efforts and collaboration with FFCA.

Describe, if applicable, how the State utilizes, or plans to utilize, the option to expand Medicaid to provide services to youth ages 18 to 20 years old that have aged out of foster care.

2010 APSR: Youth age 18, are eligible for Denali Kid Care (DKC) and youth ages 19 and 20 may be eligible for Under 21 Medicaid. Due to continuous eligibility rules, youth may continue to receive the 12 month period of Medicaid certification regardless of custody ending.

2011 APSR: Eligibility remains unchanged as described above. Alaska anticipates no change in eligibility rules during the upcoming year.

2012 APSR: Eligibility remains unchanged as described above. Alaska anticipates no change in eligibility rules during the upcoming year.

2013 APSR: Eligibility remains unchanged as described above. Alaska anticipates no change in eligibility rules during the upcoming year.

Results of the Indian Tribe consultation (section 477(b)(3)(G)), specifically, as it relates to determining eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth in care.

2010 APSR: In order to ensure Chafee benefits and services are available to Native children in tribal custody, the IL Program sought the names of those tribes in Alaska that had adolescent youth in tribal custody and asked their involvement to develop a process to enable their youth access to IL and ETV funds. Meetings are held annually with letters and emails to follow up. These meetings are scheduled to continue on an annual basis to determine the effectiveness of the process. The next meeting is scheduled for February, 2011. In addition to seeking tribal input, the IL Program seeks input from the state's youth advisory group, Facing Foster Care in Alaska.

2011 APSR: IL Program continues to work with tribes in Alaska that have adolescent youth in tribal custody and seek their involvement to develop a process to enable their youth access to IL and ETV funds. An Independent Living Program Training to tribes took place January 2011. The training was an in-depth overview of the ETV and IL Program, funding and services available, and how youth in tribal custody can access funds. The Regional Independent Living Specialist also provided the tribes with an overview as to how youth can access IL funding and services.

OCS has also enhanced communication by providing a link to information on how to access IL funds on the ICWA home page. For SFY12, it is anticipated that meetings and follow up will occur on a quarterly basis to determine the effectiveness of the process.

2012 APSR: Tribes were provided an in-depth overview of the ETV and IL Program funding and the services available, including services available for youth in tribal custody can access funds. The Regional Independent Living Specialists continue to work with Tribes with to access IL funding and services for Tribal youth.

OCS has also enhanced communication by providing a link to information on how to access IL funds on the ICWA home page. Plans for SFY13 include presentations to Tribal partners during the Tribal/State Collaboration Group meetings to ensure continued dialogue and sharing of information.

2013 APSR:
The Northern Regional Independent Living Specialists provided tribes with an overview as to how youth can access IL funding and services and coordinated services and supports for youth in tribal custody. Also Independent Living Program informational packets were provided to Tribal partners

during the Tribal/State Collaboration Group meetings. Informational packets included step by step instructions as to how to access ETV and IL Program funding and the services available for youth in tribal custody.

To ensure continued dialogue and sharing of information quarterly teleconferences were scheduled throughout the year. Plans for SFY14 include presentations by the Independent Living Specialist, dissemination of informational packets to Tribal partners during the Tribal/State Collaboration Group meetings and quarterly teleconferences to ensure continued dialogue and sharing of information.

Education and Training Voucher Program

Describe the specific accomplishments and progress to establish, expand, or strengthen the State's postsecondary educational assistance program to achieve the purpose of the ETV program.

2010 APSR: The annual education conference took place in July 2009, at the University of Alaska, Anchorage campus; youth from throughout Alaska attended. This conference provided youth who are nearing graduation an opportunity to experience campus life and hear about both college and vocational programs.

The legislature appropriated $85,000 for supplement employment training vouchers and $55,000 to fund an additional 10 University of Alaska Presidential Tuition Waivers beyond the annual 10 waivers funded by the University.

2011 APSR: The annual education conference took place in July 2010, at the University of Alaska, Fairbanks campus; youth from throughout Alaska attended. This conference again provided a regionally diverse group of youth who are nearing graduation an opportunity to experience campus life and hear about both college and vocational programs.

Based on funding the legislature appropriated, youth received additional training and educational support. As a result, attendance at the University increased 6% from SFY10. For SFY12, plan continuation of annual conference and request for funds for additional tuition waivers.

2012 APSR: The annual education conference took place in July 2011, at the University of Alaska, (Anchorage campus); 26 foster youth from throughout Alaska attended. This conference again provided a regionally diverse group of youth nearing graduation an opportunity to experience campus life and hear about both college and vocational programs.

Increased legislative appropriation ensured youth received additional training and educational support in 2012. Additional legislative funding is expected in SFY13, which will support of the annual education conference and provide additional tuition waivers.

2013 APSR: Collaborated with the UAA Child Welfare Academy to administer the Education and Training Voucher Program statewide. Increased legislative appropriation ensured youth received additional training and educational support in 2013. The Regional Independent Living Specialists continued to discuss post-secondary education and ETV funds during the youth's regular transition planning meetings. As result of the legislative expansion funds Alaska has continued to provide tuition waivers and full ETV funding to all applicants to date. Plans for SFY14 include continued

collaboration with the UAA Child Welfare Academy to administer the ETV Program and build upon what is currently available to youth.

Indicate how the Education and Training Vouchers (ETV) program is administered, whether by the State child welfare agency in collaboration with another State agency or with an outside entity such as Orphan Foundation of America.

2010 APSR: The ETV program is administered by the Office of Children's Services. An exit plan is developed when a youth reaches 17 years of age. The RILS used this opportunity along with the annual educational conference to discuss post-secondary education and ETV funds. Alaska has been able to fund all ETV applicants to date.

2011 APSR: The ETV program continues to be administered by the Office of Children's Services. The RILS used the opportunity during the youth's regular transition planning meeting along with the annual educational conference to discuss post-secondary education and ETV funds. Alaska has continued to fund all ETV applicants to date. Plans for SFY12 include continuation of the current procedures and policies for ETV funding and support for all youth eligible for Education and Training Vouchers (ETV).

2012 APSR: The ETV program continues to be administered by the Office of Children's Services. The RILS used the opportunity during the youth's regular transition planning meeting along with the annual educational conference to discuss post-secondary education and ETV funds. Alaska has continued to fund all ETV applicants to date. Plans for SFY13 include collaboration with the UAA Child Welfare Academy to administer the ETV Program and build upon what is currently available to youth.

2013 APSR: Collaborated with the UAA Child Welfare Academy to administer the Education and Training Voucher Program statewide. Increased legislative appropriation ensured youth received additional training and educational support in 2013. The Regional Independent Living Specialists continued to discuss post-secondary education and ETV funds during the youth's regular transition planning meetings. As result of the legislative expansion funds Alaska has continued to provide tuition waivers and full ETV funding to all applicants to date. Plans for SFY14 include continued collaboration with the UAA Child Welfare Academy to administer the ETV Program and build upon what is currently available to youth.

Annual Reporting of State Education and Training Vouchers Awarded

	Total ETVs Awarded	Number of New ETVs
Final Number: 2011-2012 School Year (July 1, 2011 to June 30, 2012)	**40**	**15**
2012-2013 School Year* (July 1, 2012 to June 30, 2013)	**40**	**22**

The following illustrates the number of youth who are participating in education or vocational related opportunities:

Post Secondary Education and Vocational Participation			
	NUMBER OF YOUTH WHO ARE ATTENDING POST-SECONDARY	NUMBER OF YOUTH WHO RECEIVED ETV FUNDING	NUMBER OF YOUTH WHO RECEIVED PRESIDENTIAL TUITION WAIVERS
SFY2010	**33**	**33**	**10**
SFY2011	**39**	**39**	**19**
SFY 2012	**40**	**40**	**19**
SFY 2013	**40**	**40**	**12**

Section 5: Child Abuse Prevention and Treatment Act State Plan (CAPTA) and Workforce

CAPTA Requirements

The Administration for Children and Families established a requirement in April 2011 mandating that all States submit a separate plan for CAPTA. Therefore this section will not be updated for the 2011 or subsequent reporting years. The information below pertains to reporting year 2010 only. Please reference Alaska's CAPTA Plan for 2011–2015 for updated information.

Program Instruction ACYF-CB-PI-12-05, issued April 11, 2012, required States once again to include updates to CAPTA and additional work force information requirements in the Annual Progress and Services Report. In effort to document progress and/or changes throughout the years, answers to questions required in the 2012 APSR and were also required in the 2011 CAPTA plan have been added below.

The program areas selected for improvement from the 14 areas delineated in section 106(a)(1) through (14) of CAPTA.

2010 APSR: The Office of Children's Services (OCS) continued to used CAPTA grant funds to develop and implement projects that support and improve Alaska's child protective services system in area seven of the fourteen areas over the next five years. OCS will continue over the next year to focus on developing, strengthening and facilitating training.

7. improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers

2011 CAPTA Plan: Alaska has selected the following program areas for improvement from the 14 areas delineated in section 106(b)(1)(A) of Child Abuse Prevention and Treatment Act (CAPTA). The Office of Children's Services (OCS) uses CAPTA grant funds to develop and implement projects that support and improve Alaska's child protective services system in area seven, eight, and thirteen of the fourteen areas over the next five years.

7. improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers

8. developing, facilitating the use of, and implementing research-based strategies and training protocols for individuals mandated to report child abuse and neglect

13. supporting and enhancing interagency collaboration among public health agencies, agencies in the child protective service system, and agencies carrying out private community-based programs

- to address the health needs, including mental health needs, of children identified as victims of child abuse or neglect, including supporting prompt, comprehensive health and developmental evaluations for children who are the subject of substantiated child maltreatment reports

Describe any significant changes from the State's previously approved CAPTA plan in how the State proposes to use funds to support the 14 program areas (section 106(b)(1)(C)(ii))

2012 – 2013 APSR: Alaska intends to continue to use the funds as described in the State's 2011 CAPTA Plan listed above.

An outline of activities that the State intends to carry out with its State Grant funds pursuant to section 106(b)(2).

2010 APSR: OCS continues to partner with the University of Alaska to develop and support the Family and Youth Services Training Academy (FYSTA). Over the next four years, OCS intends to use CAPTA grant funds to co-sponsor the FYSTA and provide training to OCS front line and supervisory personnel. Funding allows the University of Alaska to develop curriculum in a multitude of areas to include intake, assessment, worker visits, and safety decision-making through the life of the case. CAPTA funds will also support a modification of the core curriculum should other training needs be identified as a result of program or policy development.

During the last year, OCS also used CAPTA funds to provide forensic interviewing training to OCS workers, law enforcement, and judicial partners who provide services to children and families in the child protection system. Through this training, OCS workers and partners develop knowledge,

understanding, awareness, and skills for interviewing children who are the alleged victims of child sexual abuse.

2011 APSR: OCS continues to partner with the University of Alaska to develop and support the Child Welfare Academy (CWA). Over the next five years, OCS intends to use CAPTA grant funds to co-sponsor the CWA; to provide training to OCS front line /supervisory personnel; to expand the public education relating to the roles and responsibilities of the child protection system including guidance on when and how the public should report suspected incidents of child abuse and neglect; to support and enhance collaboration among public health agencies and other community-based programs providing child abuse and neglect prevention and treatment services; and to enhance timely comprehensive health and developmental evaluations for children that are subjects of substantiated child maltreatment reports.

Funding allows the University of Alaska to develop curriculum in a multitude of areas to include intake, assessment, worker visits, and safety decision-making through the life of the case. CAPTA funds will also support a modification of the core curriculum should other training needs be identified as a result of program or policy development.

OCS also uses CAPTA funds to provide forensic interviewing training to OCS workers, law enforcement, and judicial partners who provide services to children and families in the child protection system. Through this training, OCS workers and partners develop knowledge, understanding, awareness, and skills for interviewing children who are the alleged victims of child sexual abuse.

Appendix F of Alaska's 2011 Annual Services and Progress Report illustrates the training curriculum offered through the University of Alaska Training Academy.

2012 APSR: OCS continues to use CAPTA funds as described in 2011 CAPTA Plan above. Reference Appendix F for the training curriculum offered through the University of Alaska Training Academy.

2013 APSR: CAPTA funds were shifted in FY13. The Office of Children's Services recently established Alaska as a ChildFirst™ state, in partnership with the Department of Public Safety, the Alaska Children's Alliance and the University of Alaska Child Welfare Academy. ChildFirst is the forensic interview training program of the National Child Protection Training Center. This course is designed for investigative teams of law enforcement officers, social workers, prosecutors, child protection attorneys and forensic interviewers.

This program will develop Child Advocacy Center (CAC) staff and multi-disciplinary team members as Alaska-based trainers to provide forensic interview training locally. Currently, most forensic interview training is provided outside of Alaska, greatly increasing the cost to CACs and the state of Alaska. This project will ensure the collaborative investigation of child maltreatment in communities throughout Alaska. It includes training of law enforcement, social workers, child protection attorneys, prosecutors, medical professionals, CAC and family advocacy staff using an evidence-based process and promoting a culturally relevant approach to service delivery by growing local trainers.

A description of the services and trainings to be provided under the State Grant as required by section 106(b)(2)(c) of CAPTA.

2010 APSR: Appendix E illustrates the training curriculum offered through the University of Alaska Training Academy.

2011 CAPTA Plan: Not required.

2012 APSR: Not required.

2013 APSR: See above activities related to the ChildFirst training curriculum that OCS is implementing.

D. Substantive changes, if any, in State law that could affect eligibility.

2010 APSR: There are no statutory changes that are substantive and would affect eligibility.

2011 CAPTA Plan: There are no statutory changes that are substantive and would affect eligibility. Alaska does not anticipate any changes in the upcoming years.

2012 - 2013 APSR: There are no statutory changes that are substantive and would affect eligibility. Alaska does not anticipate any changes in the upcoming years.

Any changes to the State's provisions and procedures for criminal background checks identified in the State's CFSP for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household.

2010 APSR: There are no changes to the state's provisions and procedures for criminal background checks. However, LiveScan Fingerprint Systems were implemented in October 2009. Most all field offices are submitting electronic fingerprints with a turn-around time of seven to fourteen days. OCS has seen remarkable improvement in the return on fingerprint results since the LiveScan implementation. The rate of Title IV-E fully licensed homes has also improved as a result of the LiveScan machines.

2011 CAPTA Plan: Not required.

2012 APSR: Not required.

2013 APSR: There were no changes to the state's provisions and procedures for criminal background checks over the last year.

A request for FY2010 funds in the CFS-101, Part I and an estimate of expenditures in the CFS-101, Part II.

2010 APSR: Reference Appendix D - 2010 APSR.

2011 CAPTA Plan: Not required.

2012 - 2013 APSR: Not required as part of CAPTA requirements. All fiscal requirements are contained in the "Additional Requirements" section located at the end of this plan.

Workforce Information and CAPTA Data Report Items

Four workforce information questions were asked in the 2011 CAPTA Plan and are noted below. All other requirements are noted as either a new or modified requirement.

How staff is recruited and selected.

2012 - 2013 APSR : OCS primarily recruits staff from the state of Alaska's website. Some areas also use word of mouth, job fairs and other alternate methods to recruit applicants.

After an applicant applies for a position on the website, their application is reviewed to determine if they meet the minimum qualifications and interview criteria. Applicants who meet minimum qualifications are then interviewed. After the completion of the interview they are scored on the education, related experience and interview score. There are times when a second interview is conducted or a written essay is required. This additional information is useful in determining best fit for office and applicant.

Information on the education, qualifications, and training requirements established by the State for child protective service professionals, including for entry and advancement in the profession, including advancement to supervisory positions.

2011 - 2013 CAPTA Plan: Job descriptions including education, qualifications and training requirements are included in Appendix H of this report.

Demographic information on child protection service personnel (current staff and recent hires). For example:

- ***Educational Degrees, such as the number of child welfare workers with a:***
  - ***Bachelor of Social Work (BSW);***
  - ***Title IV-E supported BSW;***
  - ***Master of Social Work (MSW);***
  - ***Title IV-E supported MSW; or***
  - ***Other Degree;***
  - ***Years of child welfare experience or other related experience working with children and families;***
- ***Race/Ethnicity;***
- ***Salaries; and***
- ***Position Types.***

2011 CAPTA Plan: The Office of Children's Services currently does not track employee demographical information. OCS will explore the possibility with the Department of Administration, Division of Personnel over the next year to determine the benefits and feasibility of tracking demographical information.

2012 APSR: The Office of Children's Services currently does not track employee demographical information. Due administrative personnel changes, OCS was not able to determine if tracking demographical information could be done through the Division of Personnel.

2013 APSR: The Office of Children's Services currently does not track employee demographical information. OCS has recently hired a new Administrative Officer who will look into the possibility of tracking demographical information with the Division of Personnel.

Training provided to new child welfare workers to ensure competencies identified.

2012 APSR (new requirement): All new case carrying workers attend extensive initial and ongoing training through the University of Alaska, Anchorage, Child Welfare Academy. In addition, there is an on-the-job training program that outlines key skills and abilities that must be addressed and understood. For additional and more detailed information please refer to Appendix H of this plan.

2013 APSR: For 2013 OCS focused on refining training curriculum and staff development plans to ensure case carrying workers are receiving up to date information. In addition, this year OCS incorporated the use of webinars and learning collaborative calls. This new addition allows delivery of new practice changes or policies by providing the information in an interactive format to staff on the job, versus in a classroom setting.

How ongoing training is selected and provided to ensure the competencies of caseworkers, supervisors, managers and administrators.

2012 APSR (new requirement): OCS is dedicated to providing ongoing training to staff. Training is selected in a multitude of ways. OCS conducts an annual staff survey to determine needs and preferences of our employees. In addition OCS sits on many teams that help organize conferences so feedback is taken into account when designing educational opportunities for OCS staff. All training and conferences are looked at to determine how beneficial the training will be and if the training provided matches our mission and vision. OCS' goal is to increase the competencies of all staff when they attend ongoing trainings or conferences.

2013 APSR: Over the last year OCS phased in more regionalized trainings (trainers facilitate training in regional hubs) and supplemental trainings versus relying solely on classroom training at the Anchorage based Child Welfare Academy. By offering regionalized trainings, trainers can also shadow and mentor workers in the field, thus enriching and enhancing competencies.

How skill development of new and experienced staff is measured.

2012 APSR (new requirement): Staff is measured on their knowledge, skills and abilities through the use of evaluations and ongoing feedback through supervision. The evaluations are due at the six month mark for new employees and annually thereafter.

2013 APSR: In 2013 OCS revised the Staff Development Plans (SDP). These plans are used for all case workers in their first six months of employment. The SDP's help ensure that new staff are getting specific knowledge, skills and abilities around core concepts of OCS.

Information on caseload or workload requirements for such personnel, including requirements for average number and maximum number of cases per child protective service worker and supervisor (section 106(d)(10)).

2011 CAPTA Plan: Staffing cannot be a factor in Alaska's practice model decision points of screening intakes, opening cases, and closing cases. OCS strives to follow the CWLA standards to provide adequate staffing and supervision levels, but there are no formal requirements regarding average number and maximum number of cases per worker and supervisor.

A similar requirement included in PI 12-05 ***"Caseload size depending on the child welfare program (i.e. intake, reunification)"*** is also addressed below in 2012 APSR.

2012 APSR: OCS strives to give new workers a much lower case load and build up the worker's caseload as skills are further developed, and workers become more proficient in the duties of their position. In Alaska, OCS does not have formal requirements of case loads however OCS aims to stay within CWLA standards. In 2011, OCS began to formally measuring caseworker workload and developed a method for equitably distributing positions across our offices.

2013 APSR: The Staff Development Plan (SDP) is currently under revision and one of the revisions is providing caseload standards for all case carrying workers for their first six month on the job. This should be complete and implemented by July 1, 2013.

Supervisor- to-Worker Ratios.

2012 – 2013 APSR: OCS does not have a formally established supervisor to worker ratio; however, it is attempted to evenly distribute supervisory workload equitably. Currently, each supervisor is assigned approximately 5-7 case carrying workers. Efforts have been ongoing to analyze to caseload ratios for front line workers and has personnel adjustments are made between regions, this will impact supervisor rations as well (reference Strategey H.1.7).

Information related to tracking staff turnover and vacancy rates. For example:

- ***Retirements;***
- ***Dismissals;***
- ***Lateral or promotional moves; and***
- ***Voluntary resignation.***

2012 APSR: Front line social worker staff vacancy and turnover information is as follows.

The Office of Children's Services reports vacancy and turnover rates for the Front Line Social Workers component quarterly. Please note the vacancy analysis reflects position information as of the latest payroll download, which is usually about two weeks behind actual personnel activity. The methodology used in calculation and analysis of the data is based on the same methodology used by the Division of Personnel in compiling their workforce analysis.

The vacancy and turnover analysis is based on vacancies in the Children's Services Specialist I, II and III and the Social Worker (CS) I, II, III, and IV job class series. *Year to Date information is collected by fiscal year data from July 1 through June 30. This data reflects the 1st Quarter of SFY12.*

Year to Date (YTD) Turnover represents the number of times a position in the social worker and children's services specialist job class series becomes vacant in the Front Line Social Worker BRU due to an incumbent leaving the position (resignations, separations, termination, voluntary demotion, transfers, promotion, non retention). Data is collected from the payroll system and the payroll download.

YTD Vacancy Rate represents the average amount of time during the fiscal year positions were vacant. The analysis compiles an entire fiscal year of data and records the length of time a position is vacant to include multiple vacancies for any given position throughout the year. Data is collected from the payroll system.

Vacancy Rate represents the total number of vacant positions on the last day of the quarter. The data represents a moment in time analysis of positions vacant in the agency based on the position report download from the payroll system.

YTD Turnover	**36**	**Positions became vacant**
YTD Turnover Rate	**12.95%**	*(Overall turnover divided by total positions)*
YTD Turnover Rate excluding Transfers	**7.91%**	*(14 employees transferred or promoted to other positions)*
YTD Vacancy Rate effective 9/30/2011	**11.27%**	*(Average % of time positions were vacant)*
Vacancy Rate	**10.79%**	**(30 vacant positions at quarter end)**

The percentages break down to the following numbers:

Total Positions in the SW and CSS Job Classes -	278
TURNOVER (# of times a position becomes vacant)	36
Transfers within the Division	9
Transfers out of the Division	4
Promotions internally	5
Promotions out of the Division	1
Voluntary Demotions Internally	0
Voluntary Demotions out of the Division	0
Resignations	17
Dismissals	0
Retirement	0
New Positions	0
Other Turnover	0

2013 APSR: Front line social worker staff vacancy and turnover methodology is defined above. The following represents vacancy and turnover for the last reporting year follow:

YTD Turnover	88	***Positions became Vacant***
YTD Turnover Rate	30.3%	*Overall turnover divided by the total number of positions*
YTD Turnover Rate *excluding transfer*	22.1%	*Employees – Transfers and/or Promotions to other positions*
Vacancy Rate	7.4%	*Average Percent of time position is vacant for June 2013*
Vacancy Rate as of June 2013	9.3%	***Vacant positions at the End of Quarter***

The percentages break down to the following numbers:

TOTAL Positions in the SW and CSS Job Classes	**290**
TURNOVER (Number of times a position becomes vacant)	**88**
Transfers within the division	**24**
Transfers out of the division	**4**
Promotions Internally	**4**
Promotions out of the division	**1**
Voluntary Demotions Internally	**1**
Voluntary Demotions out of the division	**1**
Resignations	**50**
Dismissals	**1**
Retirement	**0**
New Positions	**1**
Other Turnover	**1**

CAPTA Fatality and Near Fatality Public Disclosure Policy

2013 APSR: Alaska statute 47.10.093, ***Disclosure of agency records,*** provides for public disclosure of the finding or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality. The statute specifically states that the department may "publically disclose information pertaining to a child or an alleged perpetrator named in a report of harm . . .or to the department's activities arising from the department's investigation of the report." The inclusion of these provisions encompasses the minimum information required by Section 106(b)(2)(B)(x) of CAPTA to include the release of:

The cause and circumstances regarding the child fatality or near fatality.

- The age and gender of the child.
- Information describing any previous reports of child abuse or neglect that are pertinent to the abuse or neglect that led to the child fatality or near fatality.
- Information describing any previous investigations pertinent to the abuse or neglect that led to the child fatality or near fatality.
- The result of any such investigations.
- The services provided by the State and actions of the State on behalf of the child that are pertinent to the child abuse or neglect that led to the child fatality or near fatality.

While Alaska statute does allow for the release of the above listed information, current OCS policy does not specifically delineate this. OCS will update appropriate policy (CPS Policy 6.1.2, C*onfidentiality*) by December 31, 2013.

State CAPTA coordinator (also known as the State Liaison Officer):

2013 APSR:

Natalie Powers
Social Services Program Administrator
130 Seward St., 4th Floor
Juneau, AK 99801
Email: Natalie.powers@alaska.gov

Section 6: Additional Requirements

Quality Assurance System

2010 APSR: The Quality Assurance Unit continues a process of review that collects information for adherence to federal and state standards, provides for feedback on the information, and provides a basis for program change. The Quality Assurance Unit also provides ongoing consultation to workers, supervisors, and managers.

A regular schedule of field office quality assurance reviews has been maintained over the past year. A written report of the findings of the review is distributed to all staff as well as a review debriefing is held for each field office. Each region coordinates development of a regional plan of response which incorporates the findings of the field office quality assurance review to make planned changes in response to the findings. Regions have employed multiple strategies to enhance program development. These strategies are directed at the field office level to provide direct support and intervention to worker practice. The findings for areas of need have been consistent with the CFSR findings which have caused efforts to focus on areas of Safety 1 and 2, Permanency 1, and Well-being 1. Reports for monitoring worker home visits have been developed which have assisted supervisors in increasing the rate of worker visitation with children. Worker visits with parents continues to be an area of focus. The review schedule for the innovation sites of Fairbanks and Anchorage have been adjusted so that reviews are held each quarter in each site. This is to ensure implementation of change strategies as detailed in the Program Improvement Plan (Section 2 of this report) for the innovation sites.

In an effort to support the enhancement of initial assessment, a system for monitoring the implementation of the assessment is in place and continues to make measurements and issues reports of findings on a monthly basis. A peer model of review compliments the quality assurance unit reviews. Each month a sample of initial assessments is drawn and the quality assurance unit completes reviews of these cases for adherence to the safety model. A standardized instrument is utilized. The review also incorporates written comments from each reviewer on the sufficiency of the initial assessment. A random sample of initial assessments is distributed each month to supervisory peer review teams, consisting of two supervisors for each team. The teams complete reviews of the initial assessments using the same standardized instrument. The data is compiled by the quality assurance unit and a monthly report is issued to workers, supervisors, and managers. The findings in the report are utilized by managers and supervisors in meeting with staff to discuss strengths or areas needing improvement. These findings have indicated a need for increased understanding of the safety model and refresher training has been held with all staff.

The stakeholder survey process was completed during the past year. Surveys were conducted of tribal groups, foster parents, consumers, and staff. The surveys were conducted statewide and utilized a survey instrument which allowed for individual comments in addition to structured questions. The consumer surveys were sent to families who had received services from the Office of Children's Services. One group surveyed were families who had experienced out of home placement of their children, the other group surveyed had received only services in home with no placement of children. Information from the surveys was collected and issued in reports available to all staff and the public. The survey results are posted on the Office of Children's Services website.

Work has continued with the administrative review system. A meeting was held in June 2010 at which reviewers from all regions of the state were able to attend. Areas reviewed included standardization of the content of the reviews as well as development of a standardized protocol for facilitating the reviews. This work will continue into the next year.

Assistance was received from data personnel to better coordinate the scheduling system statewide. There is consideration for restructuring the documentation process of reviews to better capture information and provide guidelines for workers and supervisors of areas needing focus. The Quality Assurance Review findings have indicated needs across the areas of safety, permanency and well-being. The need for more timely development of permanency goals and the reviewer's roles and how they can impact the timeliness of goal development was addressed.

2011 APSR: Over the past year, the Quality Assurance team has continued a system of quality assurance that includes reviews of field offices. The review process continues to use a random sampling methodology with use of the Federal CFSR Instrument. During the past year 216 foster care cases and 108 out of home cases were reviewed for a total of 323 case records reviewed.

The Quality Assurance System compiles findings from the case reviews which include both quantitative and qualitative findings. These findings are reported to management and supervisory staff and to the field office in a written report and in a verbal debriefing. Field Offices prepare a plan of response to address issues identified in the review. The plan of responses target local actions that can be taken by workers and supervisors to directly impact practice with families. On the management level the information is used in broader program development activities and in developing training. During the year the management of safety, assessment of need, case plan development, and timely attainment of permanency have continued to be areas of concern identified in the reviews. These are areas which correlate with the findings of the 2008 CFSR Alaska review and are also addressed in the Program Improvement Plan. Responses to these needs include continuing consultation and training with the National Resource Center for Protective Services and with the National Resource Center for Permanency and Family Connections. Local program development efforts and training have included refresher material on the safety model and development of a system for protective capacities' assessment. Quality Assurance activities during the year in these areas also have included monthly monitoring of case samples for safety model implementation and development and implementation of monitoring of safety during the Team Decision Making process. A system for monitoring the timeliness and quality of case transfers has been implemented.

An area which was targeted for improvement was the ongoing development and utilization of the regional plan of responses. Regions have received feedback and have made adjustment on using the plans as a working tool rather than a reporting mechanism at the end of the quarter. This will ensure coordination in the field offices of activities directly responsive to quality assurance findings.

The Quality Assurance measures detailed in the program improvement plan have been met except for the goal for the APPLA cases. The gains in sufficiency in cases have been steady.

The Quality Assurance Unit continues close coordination with the Administrative Review processes. Work continues on standardization of procedures across the regions. Specialized training was held for the administrative reviewers in the safety management model. This training will enhance reviewer skills in the continuing need for out of home placement.

Activities planned for 2012 include continued review of cases using the CFSR standards. There will be continued monitoring of safety in case management, quality of case transfers, and the protective

capacities assessment. New activities planned include review of the Intake model and development and implementation of quality assurance activities in that area.

2012 APSR: The Office of Children's Services continues to operate a statewide Quality Assurance System. The QA Unit conducts activities to regularly assess the quality of services and monitors changes. In addition, the unit provides consultation and support to managers, supervisors, and line staff to support the efforts for ongoing continuous quality improvement.

The unit provides an ongoing system of review of case records modeled after the federal CFSR process. All field offices are monitored annually and the two innovation sites are monitored quarterly. A random sample of cases is selected and reviewed. The QA reviewers conduct interviews with caseworkers, a family member, foster parents, tribal representative and other parties to the case as is indicated to gain full information. A written report of the review findings is provided as well as a verbal debriefing is held with staff. The reports are posted on the OCS Share Point site which is available for viewing by all OCS staff. Field Offices then review the findings and develop a plan for responding and making changes. These plans are formalized in a Field Office Program Improvement Plan. This plan identifies specific areas targeted for change and established actions to carry out the changes. The Field Office Program Improvement Plans are monitored by management at the regional and state office level.

The field office reviews also collect information which is reported for several items on the state program improvement plan. These items are regularly reported back to the field offices to give information on progress being made or areas continuing to need improvement. All of these items have met the negotiated goals for improvement except for item 10, which the QA Unit continues to monitor and report on.

In addition to the regular field office reviews, the Quality Assurance Unit provides monitoring and review of areas identified in need of support. The unit provides regular reporting on field office conducted case reviews, monitors timely transfer of cases from Initial Assessment to Family Services, and provides monthly monitoring and reporting on APPLA cases. Special projects have included review of the Intake process, examining cases which have been screened out. These ongoing activities provide information for staff development and training. The Quality Assurance Unit provides consultation in these change activities.

The unit conducts regular activities to gain information from community stakeholders. An annual survey is conducted of tribal groups and foster parents. This is a lengthy mailed survey with multiple follow-up contacts to non-responders to encourage participation. The findings from these surveys are distributed and made available on the OCS website to the public.

To gain information regarding the community and OCS staff perception of implementation of regional intake, the QA Unit conducted an initial survey and a follow-up survey six months later asking about satisfaction with the intake process and seeking suggestions. This survey provided valuable feedback to make adjustments to the process.

An annual survey is conducted of OCS staff seeking input on a variety of areas of agency operations. The survey uses both multiple choice as well as offering open questions for narrative responses. The information from this survey is used by management throughout the year.

Information from the ongoing QA activities is used by managers and supervisors in improving practice. The case review system provides ongoing information on the implementation of the safety model. The special review project of protective services report screen outs is yielding information

which will lead to clarifications in policy and procedure as well as identification of training needs. Two regions have been reviewed and the remaining three regions will be conducted in the coming months.

Findings from the ongoing quality assurance reviews in the Western Region have yielded concerns on the management of permanency cases in a timely manner. A special project has been initiated by the Quality Assurance Unit to conduct in depth reviews of longer term cases. A report will be prepared for each case detailing the history and barriers to permanency. A special project coordinator will then review the reports and direct efforts to expedite permanency for the cases.

2013 APSR: The Office of Children's Services has moved forward to assess the agency's Continuous Quality Improvement Program to include the Quality Assurance Component of the program. The agency director identified management staff to serve as a guiding group to conduct the assessment. Members include the Child Welfare Administrator, Field Administrator, Social Services Program Administrator, and the Continuous Quality Improvement Manager.

This group began its task by conducting a gap analysis of the agency's CQI system and the ACYF-CB-IM-12-07. This has consisted of an extensive review of existing systems, a review of the performance of those systems, and development of a work plan to enhance the systems or to develop alternative systems. A key finding of this process was that although the agency has multiple systems to collect and disseminate information with which to address quality of programming, there is a need for increased linkage between these systems to form a functioning whole. The OCS worked with Region X to coordinate a peer consultation call with the State of Washington for guidance and ideas regarding how to successfully approach this issue.

A second related finding is the need for formal documents in the agency to describe the information collection and distribution systems. Without these documents, it is somewhat difficult to identify and track the feedback systems resulting in program change after the distribution of data and information.

A major part of the work plan is the identification of documents which describe the program and information components. Where indicated, descriptive documents are slated to be developed. Areas for development include an overall narrative describing the agency's CQI Plan, documents describing the Quality Assurance Program, and documentation is needed of the agency's interaction and support with community stakeholders.

Specifically, in examining the Foundational Administrative Structure the following areas were addressed.

1) Quality Data Collection: The agency has a strong system for collecting information. The agency has a fully functioning SACWIS system. The case record review system provides a system of information which can serve to present the meaning behind the overall data. Stakeholder input is regularly sought through a system of surveys. The surveyed groups include foster parents, tribal groups, and all agency staff.

2) Case record review data and process: The agency maintains a rigorous case review system with dedicated staff to conduct the reviews. The system provides for review of all field offices at least annually with the Anchorage and Fairbanks Field Offices reviewed quarterly. A random sample of cases is selected and reviewed. The review process utilizes the Federal Child and Family Services Review Instrument and includes interviews of family members, foster parents, workers, tribal case workers and Guardian's ad Litem. The system generates a continuous flow of information on case practice quality assessment.

3) Analysis and dissemination of quality data: Reports from the SACWIS systems are regularly issued and are posted electronically for easy accessibility by staff. Available data can be used to review individual field office performance as well as provide for regional and statewide perspectives. The case review system provides a comprehensive written report of for each field office review findings which is distributed electronically. The reports are also posted on a site accessible by all staff. For each Quality Assurance review of a field office, a formal debriefing is conducted for all field office staff. Survey findings for the all staff survey, foster parent survey, and tribal survey are summarized in reports which are distributed to staff as well as posted on line for public access. There is an online site presenting data which is available to the public.

4) Feedback to stakeholders and decision makers and adjustment of programs and process: The agency maintains a system which provides for feedback and consultation with stakeholders. The agency maintains a regular meeting schedule with tribal groups. Senior staff meets with tribal representatives for program consultation and development. The agency has developed a Foster Parent Advisory Group. This group meets regularly for input and review of the resource parent program. The agency has a Staff Advisory Board: Members of Senior Leadership meet regularly with frontline staff. The agency maintains a strong relationship with the court system through involvement in the Court Improvement Project. The agency publishes an external newsletter. The Anchorage Field Office, as the largest office in the state, has developed a group of community stakeholders which meets quarterly to collaborate on service provision and need. This group called the "Greater Anchorage Area Partnership" is effective in coordinating services for families. Additionally the leadership in all of the other OCS regional offices engage in similar stakeholder outreach.

Training/Technical Assistance: The state does not anticipate a formal request for technical assistance in the coming year. However, Alaska is seeking peer consultation from the State of Washington. The state continues to utilize a consultative process with Region X in the development of the Continuous Quality Improvement Process.

QA/CQI Results: As described the agency maintains an active system of data collection and dissemination. The agency regularly reports on the findings of the case review system. Please see the table below which indicates the findings on safety, permanency, and well being for all quarters since the 2008 CFSR.

Practice/System Improvements: The Case Review System provides for the ongoing quality assurance review of practice statewide. As noted, all field offices are reviewed annually with the larger populated areas of Anchorage and Fairbanks reviewed quarterly.

In examining the findings from the review of cases, there are families where multiple reports of concern (protective services reports) have been made with the reports being screened out with no initial assessment identified as being needed. Although, when examined individually the intake decisions are appropriate; when the protective services reports are reviewed in their totality concerns for the safety of children emerge. Allegations in the reports begin to present a pattern of behaviors that may pose risk or safety concern for the children. To address this issue, the state is developing an escalated review process for any protective service report that is screened out, yet a threshold has been exceeded for the number of previous screen outs on the family. The escalated review will involve a manager review of the screening decision. This process will allow for an increased identification of safety concerns in protective services reports.

Findings from an analysis of the case review data on worker management of Initial Assessment Cases identified several concerns. Two actions can occur when an initial assessment is completed. The initial assessment can be closed and the case forwarded for in home or out of home services; or

the initial assessment can be closed with no further services. The analysis revealed that when Initial Assessment cases were to be forwarded for in home or out of home services, the initial assessments were closed and the cases were forwarded for services in a timely manner. However, for initial assessments that were to be closed with no further services, the closure of the cases was frequently delayed as workers responded to new assignments. The state moved forward and carried out a special project to review and close any initial assessment case backlogs in field offices. We then instituted a review process for closer monitoring of timeframes of the management of initial assessment cases and the convening of a panel review to ensure the case is processed to closure. This process has resulted in initial assessments being closed out within 90 days. The review process provides for increased management of safety to ensure that cases are fully assessed and service provision is appropriate and timely.

In evaluating the data findings, an area of need across the state is Well Being Outcome 1 – items 17-20. These items reflect the relationship between regular visits with parents and children and the assessment of need and the case planning process. During the course of the last year, most field offices have increased their rate of visitation with children in out of home care; however this has not been the case for visits with parents. The rate of visits with both children and parents remains a significant growth area throughout the state. When parents and children are not visited on a regular basis, the collection of information regarding their issues and needs is impacted. This in turn is reflected in a lack of involving age appropriate children and parents in the development of their case plan.

To address these concerns, the agency is moving towards implementing the Family Services Assessment Model throughout the state. This model, which has been piloted in Anchorage and Fairbanks, facilitates an engagement based process with the family. Parents are visited early and regularly in the service phase, with a focus on developing a working relationship with the worker and encouraging the parents to be full participants in the change process. It is anticipated that this model will facilitate improved adherence to the standards in Well Being Outcome 1 – items 17-20.

PIP Quarterly Reports—Quarter 12 Rolling Year
Outcome Systemic Factors
Quality Assurance Reviews

Item	CFSR 2008	Baseline Period	Neg. Goal	Qtr 2 Jun 09-May 10	Qtr 3 Sep 09-Aug 10	Qtr 4 Dec 09-Nov 10	Qtr 5 Mar 10 -Feb 11	Qtr 6 Jun 10-May 11	Qtr 7 Sep 10-Aug 11	Qtr 8 Dec 10-Nov 11	Qtr 9 Mar 11 -Feb 12	Qtr 10 Jun 11-May 12	Qtr 11 Sep 11-Aug 12	Qtr 12 Dec 11-Nov 12	QTR 1 April 2012 – March 2013
S1 - Item 1 Timeliness of Initial Assessment (Statewide)	56%	53%	59%	53%	57%	56%	60%*	63%	61%	65%	66%	61%	65%	66%	69%
S2 - Item 3 Services to Prevent Entry/Re-entry (Innovation Sites)	51%	45%	52%	45%	48%	56%*	62%	66%	73%	72%	77%	77%	79%	78%	66%
S2 - Item 4 Overall Management of Safety & Risk (Innovation Sites)	39%	36%	41%	36%	38%	44%*	47%	53%	59%	63%	64%	64%	67%	70%	60%
P1 - Item 7 Timeliness /Appropriateness Initial and Ongoing Needs Assessment (Innovation Sites)	45%	52%	60%	48%	53%	56%	62%*	67%	67%	72%	77%	75%	73%	71%	66%
P1 - Item 10 APPLA Goal (Statewide)	60%	71%	83%	77%	66%	61%	56%	57%	60%	66%	79%	81%	94%*	100%	97%
WB 1 - Item 17 Initial and Ongoing Needs Assessment (Innovation Sites)	32%	30%	35%	26%	30%	33%	40%*	47%	54%	63%	67%	65%	66%	66%	53%
WB1 - Item 18 Parent/Child Involvement in Case Plan Development (Innovation Sites)	37%	22%	27%	17%	22%	31%*	35%	46%	51%	60%	65%	65%	66%	63%	38%
WB1 - Item 19 Worker Visits With Children (Statewide)	26%	18%	21%	15%	18%	20%	24%*	31%	35%	40%	43%	43%	47%	48%	45%
WB1 – Item 20 Worker Visits With Parents (Statewide)	20%	9%	12%	7%	8%	10%	10%	14%*	17%	21%	23%	19%	21%	21%	19%

*PIP Goal Met

Child Maltreatment Deaths

Describe all sources of information relating to child maltreatment fatalities that it currently uses to report data to NCANDS.

2012 APSR: The State of Alaska, Medical Examiner's Office is responsible for determining the manner and cause of deaths of children. The office is located in Anchorage. The Medical Examiner notifies the Office of Children's Services upon a child's death. The Medical Examiner's Office conducts an autopsy and the manner and cause is determined. The Office of Children's Services reports the findings from the Medical Examiner's Office in the annual NCANDS report. The Office of Children's Services gathers this data in two ways:

- The statewide Child and Family Fatality Review Team are headed by the state Medical Examiner. The Office of Children's Services is a member of the team represented by the Quality Assurance Manager. Other participating members include local law enforcement, the AK State Troopers, the district attorney's office, and community physicians. If the child has died in another area of the state, the law enforcement findings from that area are made available to the Child Fatality Review Team. The team meets monthly in Anchorage and staffs all deaths of children in Alaska. If a child has died of natural causes or from disease under the care of a physician, the Medical Examiner may upon occasion waive jurisdiction and does not perform an autopsy. The Office of Children's Services collects information monthly from these reviews and maintains a data base. In addition, the Office of Children's Services, as the child protection agency for Alaska, has case records on children who may have received services and who were victims of child maltreatment resulting in death. These records provide an additional source of information when determining the number of deaths of children from maltreatment. This information is utilized during the child fatality review team meetings.

- The second method for identifying manner and cause of death is that the Medical Examiner maintains a master data base of all child deaths. This data base is available to the Office of Children's Services and is obtained at the time the NCANDS report is prepared and is used to verify the Office of Children's Services data base.

2013 APSR: The state of Alaska reviews child deaths through the statewide Child Fatality Review Team. This team operates under the auspices of the State Medical Examiner's Office. The team meets monthly in Anchorage. Members of the team are local law enforcement, the AK State Troopers, the district attorney's office, a representative from the Office of Children's Services, and community physicians. Each team member presents information from their respective fields. The Medical Examiner's Office conducts the autopsy and the manner and cause is determined. The Office of Children's Services reports the findings from the Medical Examiner's Office in the annual NCANDS report. The Office of Children's Services collects the death data in two ways.

As a participant in the Child Fatality Review Team, the agency representative gathers information at the time of the monthly meetings. The representative also reviews OCS case records for information. The agency maintains an informational data base.

Additionally, the Medical Examiner maintains a master data base of all child deaths. This data base is available to the Office of Children's Services and is obtained at the time the NCANDS report is prepared and is used to verify the Office of Children's Services data base.

Evaluation and Technical Assistance

Technical Assistance Received

2010 - 2013 APSR: Appendix F illustrates all technical assistance Alaska has received over the last four years.

Technical Assistance Provided

2010 APSR: The Office of Children's Services provided technical assistance to the many community providers that receive state and federal funds. This technical assistance was provided in a variety of ways including teleconferences, phone calls, emails, site visits and site reviews.

Teleconferences are frequently used in Alaska due to the great distances in the state and the cost associated with travel. Site reviews consist of a formal on-site review process that may take 2-3 days to complete. Reviews consist of interviews with staff and clients, file reviews and physical plant inspections. The goal is to conduct at least one formal site review at each agency at least once during each funding cycle, which is usually 2-3 years. Performance concerns may necessitate more frequent reviews. Site visits are more informal, but are a useful tool in providing technical assistance to providers.

The following programs had formal site reviews from June 1, 2009 through May 31, 2010:

- Catholic Social Services, Permanent Families for Adoption/Guardianship Children, Anchorage
- Fairbanks Counseling and Adoption, Permanent Families for Adoption/Guardianship Children, Fairbanks
- Alaska Center for Resource Families, Support for Adoption Services, Fairbanks
- Alaska Center for Resource Families, Resource Training and Support, Fairbanks
- Alaska Family Services DSYS, Wasilla
- Residential Youth Care Emergency Shelter, Ketchikan
- Residential Youth Care Level III, Ketchikan
- Presbyterian Hospitality House Bias, and Mitchell House, Fairbanks
- Salvation Army Level II, Anchorage
- North Slope Borough, Barrow
- Hanson House, YAS, Sitka
- McCann Treatment Center, Bethel
- Association of Village Council Presidents, Tribal Title IV-E, Bethel
- Aleutian Pribilof Islands Association, Tribal Title IV-E, Anchorage
- Alaska C.A.R.E.S, Child Advocacy Center, Anchorage
- Kenai Peninsula Child Advocacy Center, Kenai
- Kawerak Child Advocacy Center, Nome

The following programs had informal site visits from June 1, 2009 through May 31, 2010:

- Salvation Army BOOTH Memorial, Family Support and Time Limited Reunification, Anchorage
- Cook Inlet Tribal Council, Family Preservation and Child and Family Visitation Center, Anchorage
- Women in Safe Homes, Family Preservation and Time Limited Reunification, Ketchikan

- Salvation Army Cares for Kids, Anchorage
- Alaska Children's Services, Anchorage
- Covenant House Alaska, Independent Living, Anchorage
- S.A.F.E. Child Advocacy Center, Juneau

2011 APSR: The Office of Children's Services continues to provide technical assistance to the many community providers that receive state and federal funds in the same manner as last year and will continue in SFY12.

The following programs had formal site reviews from June 1, 2010 through May 31, 2011:

- Alaska Family Services, Residential Care, Wasilla
- Alaska Baptist Family Services, Residential Care, Anchorage
- Juneau Youth Services, Residential Care, Juneau
- Kenai Peninsula Community Care, Residential Care, Kenai
- Nome Community Center, Residential Care, Nome
- Presbyterian Hospitality House, Residential Care, Fairbanks
- Residential Youth Care, Ketchikan
- Salvation Army Booth, Residential Care, Anchorage
- Alaska Family Services, Family Support, Family Preservation and Time Limited Family Reunification, Wasilla
- Resource Center for Parents and Children, Fairbanks Family Preservation and Time Limited Family Reunification, Fairbanks
- Salvation Army Booth Memorial, Family Preservation and Time Limited Family Reunification, Anchorage
- Fairbanks Counseling and Adoption, Permanent Families Grant, Fairbanks
- Alaska Center for Resource Families, Permanent Families Grant, Fairbanks
- Catholic Social Services, Permanent Families Grant, Anchorage
- Copper River Basin Child Advocacy Center, Gakona, Alaska
- Tundra Women's Coalition, YK Delta Children's Center, Bethel, Alaska

The following programs had informal site visits from June 1, 2010 through May 31, 2011:

- Alaska Center for Resource Families , Resource Family Training, Anchorage
- Alaska Center for Resource Families , PARKA contract, Anchorage
- Alaska Center for Resource Families, Services for Adoption Support, Anchorage
- Cook Inlet Tribal Council, Family Preservation and Family Contact Services Center, Anchorage
- Catholic Community Services, Family Support, Family Preservation and Time Limited Family Reunification, Juneau
- Kenaitze Indian Tribe, Time Limited Family Reunification, Kenai
- Kenai Peninsula Community Care Center, Family Support, Family Preservation, Kenai
- Women in Safe Homes, Family Preservation and Time Limited Family Reunification, Ketchikan

2012 APSR: The Office of Children's Services continues to provide technical assistance to the many community providers that receive state and federal funds in the same manner as last year and will continue in SFY13.

The following programs had formal site visits from June 1, 2011 through May 31, 2012:

- Alaska Family Services, Family Support/Family Preservation/Time Limited Family Reunification, Palmer
- Salvation Army BOOTH Memorial Services, Family Support/Family Preservation/Time Limited Family Reunification, Anchorage

The following programs had informal site visits from June 1, 2011 through May 31, 2012:

- Sitka Tribe of Alaska, Tribal Title IV-E Program Site Visit, Sitka
- Alaska Center for Resource Families , Resource Family Training, Anchorage
- Alaska Center for Resource Families , PARKA contract, Anchorage
- Alaska Center for Resource Families, Services for Adoption Support, Anchorage
- Fairbanks Counseling and Adoption, Permanent Families Grant, Fairbanks
- Alaska Center for Resource Families, Permanent Families Grant, Fairbanks
- Catholic Social Services, Permanent Families Grant, Anchorage
- Cook Inlet Tribal Council, Family Preservation/Family Contact Services Center, Anchorage
- Fairbanks Counseling and Adoption, Family Support/Family Preservation, Fairbanks
- Resource Center for Parents and Children, Family Preservation/Time Limited Family Reunification, Fairbanks
- Nome Community Center, Family Support/Family Preservation/Time Limited Family Reunification, Nome

2013 APSR: Formal site visits assist this agency in improving outcomes for children, by assessing and analyzing the current grant and contract services.

The following programs received formal site reviews from July 1 2012 – May 31, 2013:

- Tanana Chiefs Conference, Tribal Title IV-E Program Site Visit, Fairbanks
- Maniilaq Association, Tribal Title IV-E Program Site Visit, Kotzebue
- Kawerak, Inc., Tribal Title IV-E Program Site Visit, Nome
- Northwest Resource Associates, Seattle, WA
  - Grant w/ ACRF – Resource Family Training
  - Grant w/ ACRF – Support for Adoption Services
  - Contract with ACRF – Preparing Families for Special Needs Adoption
  - Contract w/ NWRA – Northwest Adoption Exchange

The following programs had informal site visits from June 1, 2012 through May 31, 2013:

- Alaska Center for Resources, Anchorage, AK
  - Grant w/ ACRF – Support for Adoption Services
  - Contract with ACRF – Preparing Families for Special Needs Adoption
  - Alaska Family Services, Family Support/Family Preservation/Time Limited Family Reunification, Palmer
  - Salvation Army BOOTH Memorial Services, Family Support/Family Preservation/Time Limited Family Reunification, Anchorage
  - Cook Inlet Tribal Council, Family Preservation/Family Contact Services Center, Anchorage

Disaster Plan

2010 APSR: In September 2009, the OCS modified the Statewide Emergency Response plan into the Continuity of Operations Plan (COOP) as a part of a Department-wide effort. While the statewide plan has been modified, it has been recognized that COOP plans at the regional and field levels of OCS are also needed as a part of the statewide COOP plan. To accomplish the development of regional/field office COOP plans, OCS, in conjunction with the Division of Public Health and the Division of Military & Veteran's Affairs Homeland Security: State Emergency Response office, held four-day training in February 2010, with regional COOP teams from each of the four OCS regions.

The COOP teams consist of administrative, intake, foster care licensing, ORCA and provider payment staff. The plans are based on the five federal mandates outlined for state child welfare agencies' response to manmade or natural disaster events. Currently, monthly COOP statewide team leads meetings occur, with Emergency Response Program Coordinator providing technical assistance in the plan development. Completed regional COOP plans are due to state office by December 31, 2010. These regional COOPs will be annexed with the Statewide COOP and submitted to Region X in spring 2011.

In the spring of 2010, one OCS office deployed its COOP on March 19, 2010, due to a glycol spill in a rural field office. When the COOP was implemented; local, regional and state office staff were contacted; the affected office was evacuated and onsite staff were temporarily relocated so that there was no interruption in necessary services. Additionally, the State of Alaska, Department of Administration Contracting Officer was contacted to notify Environmental Safety of the need for an assessment and control methods and initiate safety measures. Building repairs and remedies were implemented by March 23, 2010 and by March 29, 2010, all positive responses to mitigate any residual toxicity, and repairs were completed and staff returned to the office. This response was well coordinated, well communicated and successful, with no reduction in services to the area's families and no resulting impact on staff.

2011 APSR: In May 2011, the Kuskokwim River surged through the village of Crooked Creek, AK with water rising up 30 feet. Crooked Creek evacuated 53 people to a nearby mining operation while the remaining residents took to higher ground. The Bethel Children's Services Manager and a social worker stood ready to assist if needed. No children were placed in Crooked Creek. Downriver the village of Aniak was issued a flood warning due to the moving ice jam and threats that it would break up and cause rushing water and debris into Aniak. The OCS, Social Services Associate in Aniak, located all foster children, created a communication strategy and relocation plan for each child in the event the flood waters began to rise. Aniak did not flood; however, the plan was ready to be used.

2012 APSR: The Statewide COOP was updated in August 2011 and was submitted to Region X and our Department of Health and Social Services (DHSS) Emergency Response Manager. DHSS reviewed our plan and provided positive feedback with no recommendations. The state of AK Division of Homeland Security and Emergency Management is providing a COOP Management course in June 2012. The AK Statewide COOP will be updated after the training and after the AK State Emergency response commission has reviewed and provided recommendations. OCS expects to update the COOP in August 2012.

Two Regional and two Local Field Office COOPs were activated in November 2011 due to a severe weather event. Forty-two rural Alaska communities were affected. Our Nome field office staff evacuated their offices and reestablished an office in a local hotel. All child placements were notified

of the change and asked if they needed assistance s well as local law enforcement. The OCS offices were not affected and staff returned to their offices within a week's time. Services to families were not interrupted, however data entry was delayed. OCS Kotzebue field office and Bethel Regional office also contacted families.

2013 APSR: In September 2009, OCS modified the Statewide Emergency Response plan into the Continuity of Operations Plan (COOP as part of department wide efforts). In February 2010, OCS worked closely with partner agencies to train and develop the COOP plans for each region and field office, to be incorporated into the statewide plan. The Statewide Coop was updated in August 2011 and was submitted to Region x at that time. In the past year OCS has been analyzing and updating the COOP plan. Through coordinate efforts by the Division of Homeland Security and Emergency Management experts, our plan was reviewed, and in January 2013 recommended changes, updates, and enhancements were provided.

Regional and local field office COOPs were activated during the past year due to weather issues. In September 2012, Cordova and Seward activated their plan due to snow issues; all staff, families, and children were located and reported being safe.

The Northern Region experienced its second natural disaster in the last three years; the previous weather-related disaster in the Nome area prepared NRO for the Galena flooding in May 2013. A system was created for contacting foster parents and unlicensed relatives in the middle of an emergency. In addition, a form was developed which allowed OCS to contact the family and determined if they were safe, what they needed to be safe, and resources for safety and basic services. During the Galena flood incident CPS staff were able to connect with NRO Licensing to get a complete list of families, and make contact.

After receiving statewide disaster reports which indicated other communities that might also be flooded, staff was able to reach out to those families and assist them in preparing for their safety.

NRO, through its supervisory chain was able to stay in contact with the Galena workers to ensure their safety, and also report up the chain the status of their safety and the status of the OCS Galena office.

The current Statewide Emergency Response plan is included as Appendix G.

Resource Family Recruitment

2010 APSR: In March 2010, Denise Goodman, Ph. D through the Annie E. Casey foundation, provided technical assistance to the regional recruitment teams on the development of regional recruitment plans. The PIP outlines the development of a resource family recruitment plan.

State, regional and field level recruitment plans will outline timeframes, roles and responsibilities, and data needs in the recruitment planning and development. A statewide recruitment template was finalized and is provided to field/regional teams. The individual regional/field recruitment plans will focus on child specific and targeted recruitment, while the statewide plan will focus on general recruitment and broader statewide strategies to sustain recruitment and retention efforts in Alaska.

Regional teams had until June 15, 2010 to develop the membership of the regional recruitment teams; three of the four service regions have completed this task. The regional teams have until October 15, 2010 to complete their recruitment plans. Team membership includes OCS line and

licensing staff, community partners, tribes and resource families. Monthly teleconferences with the recruitment teams are occurring to keep the recruitment planning process in the forefront.

The Statewide recruitment team is working on the development of a statewide recruitment plan that focuses on general recruitment strategies and policy and staff development to improve recruitment efforts that meet the diligent recruitment requirements outlined in federal law. The Statewide recruitment plan will be finalized by October 31, 2010. OCS recruitment plans are expected to be fully implemented by May 2011.

Diligent Recruitment Efforts

During the past year, the resource family section has been analyzing available ORCA data to determine the ethnic and racial diversity of the children in the custody of the state and to determine the racial and ethnic diversity of the available resource families. Preliminary ORCA data is showing that 50% of the children in care are remaining in care for 2-5 years. Ethnic and racial breakdowns show that children in care are primarily of Alaska Native heritage, however, Alaska Native children show similar rates at length of time in care as non-Native children.

An ethnic and racial breakdown of resource families has been more difficult for OCS to determine. This is in part due to inconsistent data entry at the field level. Similarly, while the resource family section is unable to determine through ORCA how many providers are providing care to children; placement data shows that of the 1200 children in care currently, many are placed with 863 active relative care providers (licensed and unlicensed). Therefore, recruitment strategies in Alaska must focus on recruiting and retaining relative care placement providers and supporting these relatives for placement stability purposes. Current regional recruitment planning is focusing heavily on support to resource families with particular emphasis to relative care providers.

More broadly, state office resource family section will need to focus during the next year on improvements to support services (financial and service provision) to effectively respond to the unique needs of relative care providers.

During the past year the following recruitment efforts for resource families have occurred:

Wendy's Wonderful Kids

OCS has been receiving a child specific recruitment grant for $36,000 a year from the Wendy's Wonderful Kids program of the Dave Thomas Foundation. The grant funds a half-time position for child-specific recruitment in Anchorage regional office. This year, the number of children who received services through this program increased from 6 children to 12 children. Continued funding for this grant is expected through at least December 31, 2010, at which time OCS will submit for renewal of the grant.

Recruitment Grants for Homes for Seriously Emotionally Disturbed Children

During the past year, OCS received funding through the Department of Health and Social Services Bring the Kids Home program to provide targeted recruitment for children with severe emotional disturbances. Grants were awarded in two locations: Anchorage and Southeast Alaska. The annual funding for the grants totaled $35,000. Recruitment events and activities that were funded included:

- multi-language brochures and posters,
- radio and television outreach,
- one-on-one recruitment and support services to interested families,

- community-based collaboration, with a nationally known artist, Barbara Lavallee was completed in spring 2010. Ms. Lavallee donated two days of her time to assist the Southeast Alaska communities in a "chalk sidewalk art" festival, drawing participants from several rural communities and Juneau, and extending the message for the need for resource families. Ms. Lavallee's art is Alaska and Alaska-Native focused, and is frequently used in children's publications.

Continued funding for these recruitment grants through BTKH is anticipated for the next fiscal year. If awarded, grants will be required to provide targeted recruitment strategies focused on the needs of children served.

Foster Wear Project

Initiated in 2009, the Foster Wear Project provides clothing discounts to resource parents for clothing for foster children. During the past year, the program has grown to include three new additional businesses for a total of 11 retailers statewide. Clothing discounts are established by the retailer and vary from 15 to 30% for foster children; this year, the program has expanded to include discounts for sports equipment, school supplies, and hobby and craft items. This project continues to increase in popularity among Alaska's business community, even in these restrictive economic times.

Alaska State Fair Recruitment Event

The annual Alaska State Fair in Palmer, Alaska provides a great opportunity to reach many Alaskans who may be interested in becoming a resource family. In August of 2009, the Alaska State Fair provided OCS with reduced booth fees so OCS could distribute the message of the need for resource family homes statewide. The OCS booth was staffed for 12 consecutive days by OCS staff, community partners, resource families and foster care youth and alumni. Over 300 inquiries about becoming a licensed care provider resulted from this event. It is anticipated that this general recruitment outreach will be done every other year, with assistance and collaboration of the State Fair business management.

Iditarod Campaign

First time Iditarod musher Quinn Iten, in conjunction with his father, ran sled dogs in the annual Iditarod Dog Sled race in March 2010. Mr. Iten had his dogs wear dog jackets with "Mushing for Kids" logo on his dogs' jackets promoting the need for resource homes across Alaska's Iditarod Trail. The Iditarod traverses many of Alaska most rural communities; this campaign was a way to reach out to families in Alaska's most remote areas.

Alaska Adoption Exchange

As a method of promoting adoption for "hard to place" children with special needs, the Office of Children's Services manages the Alaska Adoption Exchange. The Alaska Adoption Exchange lists children who are free for adoption who do not have an identified permanent home.

OCS also contracts with Northwest Adoption Exchange, who manages placement of Alaska's children on the national AdoptUsKids exchange, for placement resources outside of Alaska. The adoption exchanges have proven to be an effective tool to assist in identifying permanent placement homes for Alaska's children who are legally free for adoption. OCS will continue to manage the adoption exchanges and provide education to staff to increase the use of the exchanges.

From July 1, 2009 – June 10, 2010 the Alaska Adoption Exchange served twenty-six children in need of a permanent home. Of these children eight were placed in adoptive homes. As of June 10, 2010 there were twelve children listed on the Alaska Adoption Exchange.

Alaska Native Foster Care Media Campaign

During the past year, OCS was fortunate to receive dedicated funding totaling $30,000 from the Alaska State Legislature to fund the development of a Public Service Announcement targeting the need for Alaska Native foster homes. The PSA was filmed in September 2009 at the Alaska Heritage Center in Anchorage with various vignettes of Alaska Native elders assisting foster children with traditional cultural activities. The script for the PSA was written in collaboration with Alaska Native elders with a message of "Help us keep our children safe, help us keep our people strong." Alaska Native actors were utilized in the filming of the PSA. The Alaska Native community has responded positively to the PSA. Additionally, the Anchorage Daily News ran a lengthy article, tie to the release of the PSA, focused on the need for Alaska Native foster homes in Alaska.

2011 APSR: During the past year, statewide and regional recruitment and retention plans were developed as part of the Program Improvement Plan. Ongoing efforts around the state are in place to recruit and retain Resource Family homes to meet the needs of Alaskan Children and Families and will continue over the next year. A new public service announcement was aired in June 2011 featuring foster parents and older youth success stories. This recruitment announcement will air over the next year and is available on OCS' web page. The regional plans identify specific tasks and activities that the staff will complete and participate in.

The Foster Wear Project continues provides clothing discounts to resource parents for clothing for foster children. During the past year, the program has grown to include three new additional businesses for a total of 13 retailers statewide.

As a method of promoting adoption for "hard to place" children with special needs, the Office of Children's Services continues manages the Alaska Adoption Exchange. The Alaska Adoption Exchange lists children who are free for adoption who do not have an identified permanent home. From July 1, 2010 – June 1, 2011 the Alaska Adoption Exchange served 49 children in need of a permanent home. Of these children, 7 were placed in adoptive homes. As of June 1, 2011 there were 27 children listed on the Alaska Adoption Exchange.

2012 APSR: Statewide and regional recruitment and retention plans continue to be utilized. Ongoing efforts around the state are in place to recruit and retain Resource Family homes to meet the needs of Alaskan Children and Families and will continue over the next year. The regional plans identify specific tasks and activities that the staff will complete and participate in. A new grant opportunity is being developed in the Western Region to support, develop, and recruit resource families in those communities; grant is expected to be in place for FY13.

The Foster Wear Project continues provides clothing discounts to resource parents for clothing for foster children.

The Office of children's Services is working closely with the Wendy's Wonderful Kids Recruiter, current employed by Catholic Social Services in Anchorage. WWK provides child specific recruitment activities for up to thirteen children in custody of OCS.

As a method of promoting adoption for "hard to place" children with special needs, the Office of Children's Services continues manages the Alaska Adoption Exchange. The Alaska Adoption Exchange lists children who are free for adoption who do not have an identified permanent home. From July 1, 2011 – June 1, 2012 the Alaska Adoption Exchange served 44 children in need of a permanent home. Of these children, 11 were placed in adoptive homes. As of June 1, 2011 there were 25 children listed on the Alaska Adoption Exchange.

2013 APSR: The State of Alaska partners with the Alaska Center or Resource Families to provide support and training to potential and current foster and adoptive families in the state of Alaska. Through a grant ACRF provides training to families through face to face courses, webinars, teleconferences, and self study courses. ACRF partners with OCS, tribal partners, and community stakeholders to assist in the recruitment and retention of resource families in Alaska.

Statewide and regional recruitment and retention plans are used by State of Alaska Office of Children's services to prepare and plan for the diligent recruitment needed to meet the needs of Alaskan children and families. Beginning in January 2013, there has been an increased effort on recruitment and retention committees, plans, and expectations, in large part due to filling a position in licensing management that had been vacant for more than 18 months.

In the past year, OCS collaborated with Western Region staff and the Association of Village Council Presidents in Bethel to implement a grant targeted at support, development, and recruitment of resource families in Western Alaska. Together with AVCP and the Alaska Center for Resource Families, training was provided April 23, 2013 to ICWA workers from Western Alaska regarding improving collaborative working relationships with OCS and resource families. CORE training was provided to WRO resource families and ICWA workers on April 24 & 25, 2013. And the first appreciation/recruitment event was offered in Bethel on April 24, 2013. In the coming year, it is expected that recruitment and retention of resource families will become more active. One of the goals for the coming year is to increase the collaborative efforts in all five of the regions, to create a similar intensive support and recruitment plan with the local partners for one primary community in each region.

Additional diligent recruitment and support service efforts in which the State of Alaska utilizes include the following:

The Alaska Adoption Exchange – the Office of Children's Services continues to manage the Alaska Adoption Exchange. The AAE lists children who are free for adoption, but for whom no permanent home has been identified. From July 1, 2012 through May 31, 2013, a total of 43 children have been listed. Of these children, 11 were placed in adoptive homes. As of June 1, 2013 there were 21 children listed on the Alaska Adoption Exchange.

Wendy's Wonderful Kids – the Office of Children's Services works closely with the WWK recruiter, employed by Catholic social Services in Anchorage. WWK provides child specific recruitment activities for up to thirteen children in the custody of OCS. There have been 8 children placed in permanent homes due to the efforts of the WWK recruiter between July 1, 2012 and May 31, 2013. These children are currently in varying stages of finalization.

The Foster Wear program continues to provide clothing discounts to resource parents for clothing for foster children. In March 2013 a mailing was sent to all resource families to remind them of the Foster Wear program.

Monthly Case Worker Visit Data

2010 APSR: During the past year, OCS has been working diligently to increase the frequency and quality of caseworker visits. In addition to the ORCA report that is provided monthly illustrating the percentages for each field office, the ORCA team developed another report in order to provide workers a list of children who have not yet had a visit for that month so workers can focus on meeting the monthly visit requirement. This report is issued the third Friday of the month. Regional Management monitors caseworker visit reports regularly and meets with supervisors and workers as required.

The importance of caseworker visits is interwoven in all of OCS' work. Articles in the Pipeline, the Question of the Week, Quality Assurance Reviews and Debriefings and various staff meetings are some of the forums where case worker visits are addressed.

In December 2009, Annie E. Casey provided assistance in development of a Family Engagement curriculum which is the first step in developing worker's engagement skills. Staff development was provided to all front line workers and supervisors. Supervisors were trained to be trainers of the curriculum. Statewide trainings should be completed by the end of June 2010. This is the first component in increasing the frequency and quality of case worker visits. In May 2010, home worker visit guidelines were developed; policy, staff development and on-going quality assurance efforts will occur over the next year.

2011 APSR: Alaska continues to make case worker visits with children a priority and uses multiple methods in conveying the importance to staff and stakeholders. Training related to family engagement was completed during the summer of 2010. To build upon the family engagement training, OCS in concert with the NRCPPFC, developed a training curriculum including a revised policy for quality case worker visits during the fall of 2010. Staff development was provided to all agency managers and staff in October, November and December of 2010.

2012 APSR: Alaska continues to make case worker visits with children a priority. Managers and supervisors have access to a weekly ORCA report which provides an up-to-date status, by worker, regarding how many visits have been made thus far in the month. Supervisors and managers can use this as a supervisory tool to monitor and adjust case work priorities while giving caseworker visits a strong emphasis. Workers have been provided with clear guidance regarding time frames for completing their documentation related to visits. Over the next year, strategies to increase case worker visits with parents will be an area of concentrated focus.

2013 APSR: Per the table below, OCS continues to not meet the overall target percentage goal for annual case worker visits with children. However the percent of children visited *in their home*, at 67%, exceeds the 50% federal standard. Managers and supervisors continue to have access to a weekly ORCA report which provides an up-to-date status, by worker, regarding how many visits have been made thus far in the month. Case worker visits with children continue to be a primary agency focus and we anticipate an increase in our compliance rate for FFY13. The following is a list of strategies that OCS managers and supervisors are using to increase monthly case worker visits with children:

- Case Worker Visit Data Reports are reviewed weekly during supervisory meetings.
- Stressing the importance of caseworker visits when new workers come on board.
- Weekly reminder emails to supervisors/case workers
- Personal recognition (and small incentives/rewards) to case workers who achieve 100% compliance or sustain a 90% visit compliance over time.

- Tripod Case Management Group: 3 workers—2 who are responsible for caseworker visits, and in the field, and one worker is the clerk—court documents, RFFs, back at the office when parents call, so phone calls are returned or answered quickly.
- Prioritizing the completion of necessary paperwork in a timely manner after children achieve safe permanency so that cases can be closed in order to reduce case loads and the number of required monthly caseworker visits is also a strategy.

Federal Fiscal Year	Goal for Percentage of Caseworker Visits	Actual Percentage of Caseworker Visits
2007	3.1%	3.1%
2008	4.0%	4.7%
2009	10.0%	19.1%
2010	50%	29.7%
2011	90%	74%
2012	90%	73%

How the State will use the additional funds under IV-B 2 to support monthly caseworker visits with children who are in foster care.

2010 APSR: Alaska received a total of $20,574 in IV-B 2 for FFY09 to support monthly caseworker visits with children in foster care. The funds were used to pay for the travel costs associated with monthly caseworker visits in the South Central Region.

2011 APSR: Alaska received a total of $39,650 in IV-B 2 for FFY10 to support monthly caseworker visits with children in foster care. The funds were used to pay for the travel costs associated with monthly caseworker visits in the South Central Region.

2012 APSR: Alaska received a total of $37,304 in IV-B 2 for FFY11 to support monthly caseworker visits with children in foster care. The funds were used to pay the travel costs associated with monthly caseworker sites in remote locations in the Northern Region.

2013 APSR: Alaska received a total of $37,283 in IV-B 2 for FFY12 to support monthly caseworker visits with children in foster care. The funds were once again used to pay the travel costs associated with monthly caseworker sites in remote locations in the Northern Region.

Adoption Incentive Payments

2010 APSR: In FFY09, Alaska received $224,000 in Adoption Incentive Payments. Alaska elected to utilize these funds to increase necessary adoption and guardianship home study services. Alaska has seen a significant increase in the number of children who have a permanent or concurrent goal of adoption. Therefore, increased funding for adoption and guardianship home studies was necessary.

Additionally, adoption incentive payments are being utilized to develop a new adoption program for families who are interested only in adoption of a child from OCS. This program will begin July 2010 and will be through a contract for services.

Adoption incentive dollars have been used to fund travel costs for OCS state office staff to provide adoption subsidy negotiation training and compelling reasons training throughout the past year.

Should OCS continue to receive adoption incentive payments in the next year, similar program enhancements will be supported and funded through adoption incentive payments.

2011 APSR: In FFY10, Alaska received $719,213 in Adoption Incentive Payments. Alaska elected to utilize these funds to increase OCS staff knowledge and understanding of Title IV-E, permanency, and resource family needs by bringing staff together for training opportunities. Alaska also used incentive funds to purchase new equipment to read, save, and print microfiche records related to the adoption records maintained and archived. Other program enhancements will be considered of the next year.

2012 APSR: In FFY11, Alaska received $622,905 in Adoption Incentive Payments. Alaska elected to utilize these funds to increase OCS staff knowledge and understanding of Title IV-E, permanency, and resource family needs by providing OCS staff with training opportunities. Alaska sent a team of adoption staff to the North American Council on Adoptable Children Conference in August 2011. Adoption incentive funds were used to purchase new equipment for staff and to provide business mapping services to insure continuity of services by OCS.

2013 APSR: In FFY12, The State of Alaska received $351,711 in Adoption incentive Payments. Alaska Office of Children's Services elected to utilize these funds to enhance services by supporting grants that aid children in achieving permanency through timely completion of adoption home studies. OCS utilized adoption incentive payments to support services to pre- and post-adoptive families, through the provision of adoption support services. Additionally, OCS utilized funding to assist in assessing our current services through contract services for business mapping and a foster care rate study.

Should OCS continue to receive adoption incentive payments in the next year, similar programs and enhancement to services will be supported and funded through adoption incentive payments. There have been no issues or challenges in spending the adoption incentive payments in a timely manner.

Child Welfare Waiver Demonstration Projects

2010 - 2013 APSR: Not Applicable to Alaska at this time.

Health Care Services Plan

Alaska's goal is to ensure a coordinated strategy to identify and respond to the health care needs of children in foster care placements, including mental health and dental health needs. The following represents how Alaska addresses the requirements of the Health Care Services plan.

A schedule for initial and follow-up health screenings that meet reasonable standards of medical practice.

2010 APSR: It is OCS' policy that after a child has been taken into custody and placed out-of-home, the worker will provide the out-of-home care provider with an EPSDT Guidelines and Periodicity Schedule at the time of placement. The out-of-home care provider will arrange for an initial EPSDT screening to be completed within thirty days of the placement. At the time of the screening, the out-of-home care provider will provide the medical provider with an EPSDT Guidelines and Periodicity Schedule.

For children in custody who are placed at home, the assigned worker will inform the parents about the availability of EPSDT services and the benefits of preventive care.

2011 APSR: The schedule and policy for health screenings has not changed since the 2010 ASPR.

2012 APSR: The Alaska Administrative Code for EPSDT screenings was recently amended by replacing the EPSDT schedule with the schedule of comprehensive medical screening recommended by *Bright Futures/American Academy of Pediatrics Recommendations for Preventive Pediatric Health Care*. OCS is updating the EPSDT Guidelines and Periodicity Schedule to reflect the change.

2013 APSR: OCS updated the EPSDT Guidelines and Periodicity Schedule to reflect the changes described above. These were issued to all OCS staff in August 2012. OCS monitors the compliance of initial EPSDT screenings for children entering foster care. During FFY12 the compliance rate was at approximately 90%. Results from site reviews during the calendar year 2012 indicate that physical health needs were met for children in 97% of the cases reviewed.

How health needs identified through screenings will be monitored and treated.

2010 APSR: It is OCS' policy that after the EPSDT exam the medical provider will give the exam results and recommendations to the out-of-home care provider and the out-of-home care provider will ensure that the assigned worker receives a copy of the results and recommendations. It is the worker's responsibility to follow up on recommendations for treatment and/or further assessment. Follow-up may include arranging for recommended treatment identified by the EPSDT screening whether or not the treatment is covered by Medicaid.

Quality Assurance Reviews as described in Section 6 include a review to ensure that health needs are appropriately assessed and services are provided. In addition supervisors will discuss the physical and mental health needs and services on a monthly basis with workers.

2011 APSR: During the past year, the administrative review policy was revised to include clarification that during the review the out of home care provider and the parents will provide updates about the child that include the dates of the last medical/dental/vision appointments and mental health issues and services.

2012 APSR: No changes since the 2011 APSR.

2013 APSR: Case workers and foster parents are still required to work together to follow up and monitor health needs identified through routine health screenings. In March, 2013, the OCS implemented a new policy which requires the quarterly review of health records by the regional OCS psychiatric nurse when a child is taking a psychotropic medication. While the primary intent of this additional oversight is to monitor the mental health needs of the child, with the entire medical record being reviewed, this cohort of children in foster care will be having additional monitoring of all of their health needs.

How medical information will be updated and appropriately shared, which may include the development and implementation of an electronic health record.

2010 APSR: It is OCS' policy that worker will provide the out of home care provider with the most recent information available regarding the child's medical and mental health history upon placement. When the worker receives the EPSDT exam results and recommendations, the worker is required to place a hard copy in section 1 of the case file and enter the results in ORCA as follows:

- The date of the EPSDT screening is entered on the Medical Profile page;
- All conditions identified in the EPSDT screenings are summarized under "Health Problems" on the Medical Profile page; and
- All recommended and provided treatment is summarized in a Medical case note. If the treatment is ongoing it should be included in the child's case plan.

OCS complies with the HIPAA confidentiality requirements.

2011 APSR: During the past year, the placement procedure policies have been revised to provide more specific guidance about what medical information and records will be provided to out-of-home caregivers when a child is placed out-of-home or transferred to a new out-of-home placement, and the timelines for providing the information or records.

2012 APSR: No changes since the 2011 APSR.

2013 APSR: During the last year, OCS worked closely with officials in the Alaska Division of Behavioral Health and Division of Health Care Services to devise an electronic system for OCS to obtain information through Medicaid records for any child in foster care who is being administered a psychotropic medication. Additionally, as described above, the new OCS Mental Health Care/Administration and Oversight of Psychotropic Medication policy requires regional OCS nurses to request and review medical records on a quarterly basis from medical providers for children taking psychotropic medications.

Steps to ensure continuity of health care services, which may include establishing a medical home for every child in care.

2010 APSR: The EPSDT Workgroup recommends that a child stay with his medical home whenever possible. This is currently not addressed specifically in OCS policy, other than on the Consent for Emergency and Routine Medical Care (06-9716) form - the form includes the names and phone numbers of the child medical providers and instructions that the providers should be used "if practical".

It is further recommended that the following policy be added to CPS Manual section 6.3.1: "To ensure continuity of health care services for children in out-of-home care, every effort will be made to ensure that services continue to be provided by the same medical providers as prior to the child's removal from home."

2011 APSR: The medical care policy has been revised to require that every effort will be made to ensure that health care services for children in out-of-home care continue to be provided by the same medical providers as prior to the child's removal from home.

2012 APSR: No changes since the 2011 APSR.

2013 APSR: The OCS medical care policy was re-issued in March 2013. All former language requiring every effort to be made to ensure that health care services for children in out-of-home care continue to be provided by the same medical providers as prior to the child's removal from home remained unchanged.

The protocols used to monitor the appropriate use of psychotropic medications for children and youth in the foster care system must address: Comprehensive and coordinated screening, assessment, and treatment planning mechanisms to identify children's mental health and trauma-treatment needs;

- ***Informed and shared decision-making (consent and assent) and methods for ongoing communication between the prescriber, the child, his/her caregivers, other healthcare providers, the child welfare worker, and other key stakeholders;***
- ***Effective medication monitoring at both the client and agency level;***
- ***Availability of mental health expertise and consultation regarding both consent and monitoring issues by a board-certified or board-eligible Child and Adolescent Psychiatrist (at both the agency and individual case level); and***
- ***Mechanisms for sharing accurate and up-to-date information related to psychotropics to clinicians, child welfare staff, and consumers.***

2010 APSR: The following policy and procedures apply when a medical provider recommends the administration of psychotropic medication to a child in custody:

- Except in emergencies, parental consent is required unless parental rights have been terminated.
- If parental rights have not been terminated and the parents are unwilling or unable to consent, the worker will consult with the Assistant Attorney General about obtaining a court order to consent to treatment.
- If parental rights have been terminated or a court order has been issued, the worker will:
  - obtain information about the recommended medication from the provider, either on a document provided by the provider or on OCS' form *Informed Consent: Information about Recommended Prescription Medication and Major Medical Care*; and
  - consult with their supervisor and the OCS Regional Psychiatric Nurse to determine whether the medication should be authorized or declined; and
  - if the decision is made to authorize the medication, notify the medical provider of the decision by providing a signed *Authorization for Non-Emergency Major Medical Care*.
  - A change in dosage of a medication that already has been authorized also requires the worker to consult with their supervisor and the OCS Regional Psychiatric Nurse prior to authorizing the change.

2011 APSR: Oversight remains the same. Over the next year, the newly established OCS Child Protection Health Oversight Committee will be evaluating currently policies and procedures to determine if any revisions are necessary.

2012 APSR: The Alaska Department of Health and Social Services developed a draft policy on use of psychotropic medications for children who are in out-of-home care or receiving medication through Medicaid. The OCS Child Protection Health Oversight Committee reviewed and commented on the DHSS policy draft and the policy has been incorporated into OCS policy. The OCS medical policy has been split into two sections, one section addresses medical, dental, and vision care, and the other section mental health care. Additions to the mental health policy include:

- Clarification of what informed consent means;
- Monitoring of psychotropic medication for children in OCS custody, including:
  - The worker notifying and consulting with the OCS psychiatric nurse when a child is on psychotropic medication or such medication is recommended;
  - OCS psychiatric nurses reviewing all prescriptions of psychotropic medication, with a special emphasis on children age four or younger and children of any age who are receiving three or more psychotropic medications and consulting with the Department's physician consultant;
  - OCS psychiatric nurses requesting and reviewing the medical records for children in custody with a prescription of at least one psychotropic medication on a quarterly basis;
  - The child's medical provider being expected to monitor children on atypical antipsychotics;
- When psychotropic medication is prescribed for a child in out-of-home care, providing information about the medication and side effects to the caregiver.

Additionally: ORCA/SACWIS enhancements will go into effect in the fall of 2012 to allow for the electronic tracking of psychotropic medications documented in the child's OCS medical profile.

A plan for ongoing training regarding psychotropic medication and implications for children in foster care is being developed for resource families, as well as for OCS child welfare staff, including specialized training for the regional Psychiatric Nurses.

2013 APSR: In March 2013, OCS fully implemented a new OCS Mental Health Care/Administration and Oversight of Psychotropic Medication which incorporated all required components listed above.

The implementation of this policy was the result of a tremendous inter-departmental collaboration effort with the Alaska Divisions of Behavioral Health (DBH) and the Division of Healthcare Services (DHS). This collaboration was critical to OCS's ability to fully implement the new Mental Health Care/Administration and Oversight of Psychotropic Medication policy. The need for the three agencies to collaborate was strongly influenced and reinforced by the "Because Minds Matter Summit."

In August of 2012 OCS participated, along with DBH, and DHS, in the CB sponsored "Because Minds Matter: Collaborating to Strengthen Management of Psychotropic Medications for Children and Youth in Foster Care". This summit was pivotal, not only for drawing attention to rising concerns about the over use of psychotropic medications for children in state's custody, but also for realigning divisional resources, policies and practices. The three divisions who formerly functioned very independent of each other were united under the new mandate to track, monitor and improve the mental health care of children in custody. From that summit the divisions committed to pooling resources, improving policy and filling gaps in services. After the first quarter, through these partnerships, the Offices of Children's Services has been able to:

- Identify and align federally recognized thresholds, areas of increased monitoring and oversight
  - Children of any age receiving four or more psychotropic medications.
  - Children age 5 or younger receiving psychotropic medication
  - Children of any age on receiving more than two atypical antipsychotic medications
- Identify children in state's custody that meet the thresholds through OCS's ORCA database and Health Care Services Medicaid database.

- Identify a third party review process and consult through Division of Behavioral Health's contract with Alaska Psychiatric Institute.
- Created and distributed information for foster and relative caregivers and medical providers, including updated information about informed consent. This included mailings and a new brochure which will be provided to all foster parents/medical providers at the time of a child's placement in a new foster home entitled, "Guidelines for Psychotropic Medications for Children in State Custody" (See Appendix I).

Finally, the Summit was essential to connecting Alaska with innovative ideas shared with other states as well. The successes and challenges experienced by other states provided insightful and helpful tools that promoted Alaska's plan. As we begin the second quarter of monitoring and oversight of psychotropic medications, divisional and discipline partnerships continue to grow and become more refined. All agree the child-focused mandate is imperative to improving the care of children in state's custody.

How we actively consult with and involve physicians or other appropriate medical or non-medical professionals in assessing the health and well-being of children in foster care and in determining appropriate medical treatment for the children.

2010 APSR: Consultation is provided for each individual child in custody. On a policy level, OCS has utilized the State EPSDT Workgroup to address these issues. For example, the OCS Workgroup drafted the recommendations for the EPSDT process and the Program Coordinator consulted with the State EPSDT Workgroup.

OCS EPSDT Workgroup Members:

- Coleen Turner, Children's Services Manager, Northern Region
- Margit Garry, Social Worker IV, Homer
- Sara Childress, Staff Manager, Anchorage
- Caroline Bruschi, Social Worker IV, Southeast Region
- Shirley Pittz, Program Officer, Anchorage

Members for the OCS EPSDT Workgroup were selected from each region of the state based on their ability to speak to the processes and issues of importance for their region.

State EPSDT Workgroup Members:

- Faith Allard, State Medicare Rural Hospital Flex Program Manager, Division of Health Care Services
- Stephanie Wrightsman-Birch, Section Chief, Women's, Children and Family Health, Title V and CSHCN Director, Division of Public Health
- Jerry Fuller, Medicaid Director, Division of Health Care Services
- Jeri Powers, Medicaid Assistance Program Manager, Division of Health Care Services
- Cindy Christensen, Practitioner Relations Program Manager, Division of Health Care Services
- Barbara Hale, Children's Health Insurance Program Managers, Division of Health Care Services, Office of Medicaid & Health Care Policy
- Nancy Cornwell, Medicaid Assistance Administrator, Division of Health Care Services
- Sarah Hargrave, QAQI Nurse Consultant, Division of Public Health, Public Health Nursing Program

- Renee Gayhart, Tribal Health Program Manager, Division of Health Care Services, Office of Medicaid and Health Care Policy
- Shirley Pittz, Early Childhood Comprehensive Systems Program Officer, Office of Children's Service

The members for the State EPSDT Workgroup were not selected by OCS. This was a pre-existing Departmental workgroup that we were able to access.

Over the past year, OCS has continued to work closely with the Medicaid Program/Health Care Services. To broaden the scope of the issues dealt with and to ensure the focus on children in foster care, OCS will be establishing a separate committee which will include representatives from the psychiatric, pediatric, and dental communities, as well as tribal health representatives and major state programs such as Medicaid. Professionals will be recruited based on their expertise in child protection issues through their professional organizations. Tribal representatives will be solicited from the Alaska Native Tribal Health Consortium. This group will review policies, procedures, and systems related to the health, mental health and dental needs of children in foster care as well as ensure that the components of the transition plan for children aging out of foster care are met.

2011 APSR: Upon completion of the work delegated to the OCS EPSDT Workgroup, the group was dissolved. The State EPSDT Committee continued to meet with a focus on developmental screening during EPSDT well-child exams.

A new OCS Child Protection Health Oversight Committee was established and includes three physicians, a nurse practitioner, and a physician's assistant as well as an OCS psychiatric nurse, the state Dental Officer, the Early Childhood Comprehensive Systems Program Officer, OCS Policy Coordinator, and OCS Social Services Administrator. This group has identified challenges and barriers to the provision of quality and timeline health care services for the children in state's custody and will be focusing on how to make necessary improvements to the system. Meetings are held at least on a quarterly basis.

2012 APSR: The Child Protection Health Oversight Committee continued to meet about developmental screening during EPSDT exams for all children.

The membership of the OCS Child Protection Oversight Committee has been expanded to include the director of the Alaska Trauma Treatment Center and a child psychiatrist. During the past year the group has focused primarily on addressing psychotropic medication for children in foster care, including the Department policy mentioned above.

2013 APSR: The Child Protection Health Oversight Committee continued to meet during 2012 to address the drafting and implementation of the new Mental Health Care policy and accompanying informational brochure.

New protocols incorporated into the Mental Health Care Policy involve the consultation with a 3rd party psychiatrist for children who meet certain criteria (i.e. are receiving four or more psychotropic medications).

Effective May 1, 2013, OCS implemented a new procedure which requires case workers to notify the AAG in the event that a foster care youth is admitted in to an acute residential psychiatric facility. The AAG then notifies the court and requests a review hearing. With the opportunity for all legal parties to have the opportunity to participate in the hearing, this new process allows for

greater oversight and transparency with respect to the placement of youth in acute residential facilities.

Steps to ensure that the components of the transition plan development process required under section 475(5)(H) that relate to the health care needs of children aging out of foster care, including the new requirement to include options for health insurance, information about a health care power of attorney, health care proxy, or other similar document recognized under State law, and to provide the child with the option to execute such a document, are met. (new reporting requirement for 2011)

2011 APSR: It is OCS' policy that workers will develop transition plans for youth starting at age 17, and the transition plan must address the importance of having health care insurance. The worker in conjunction with the youth to ensure all necessary Medicaid documentation is in place for continued eligibility. The plan will also address the importance of having a health care power of attorney or a proxy and how to execute such documents.

2012 - 2013 APSR: No changes since the 2011 APSR.

How the State will monitor and treat emotional trauma associated with a child's maltreatment and removal, in addition to other health needs identified through screenings. How screenings are used to inform case planning and referral for services, and how staff and other providers are trained to support the treatment of emotional trauma.

2012 APSR:
Alaska is fortunate to have the Alaska Child Trauma Center which specializes in providing direct trauma-focused services to children ages 3-12 that have experienced complex trauma (child abuse, neglect, exposure to domestic violence or sexual abuse). During FY 12, the Alaska Child Trauma Center worked in partnership with Office of Children's Services and provided behavioral health assessments to children entering child protective services custody in Anchorage. During FY12 the trauma center treated approximately 250 children.

A work group has been formed to address the requirements for trauma screening and treatment that were added in 2012. The work group is tasked with developing a plan to address the implementation of trauma informed care in Alaska's child welfare program. Work group members include:

- Kim Guay, Child Welfare Administrator
- Gudrun Bergvall, Policy Program Coordinator
- Shirley Pittz, Early Childhood Comprehensive Systems Program Officer
- Tammy Sandoval, Director, Child Welfare Academy
- Natalie Powers, Policy Administrator

The plan will address:

- Identification of training needs and available training material on trauma assessment and trauma informed case planning for OCS staff. Child welfare staff will be trained to:
  - Screen/assess for the signs and symptoms of trauma and impact on child development;
  - Incorporate child trauma history in the initial assessment summary (under child functioning sections);

    - Incorporate the trauma assessment into the child's case plan;
    - Identify appropriate interventions including knowing when to refer a child for a mental health assessment, psychological evaluation or psychiatric evaluation, as necessary;
    - Know about the resources/providers in their communities which embrace trauma-informed practices.
- Development of a training schedule, for the roll out of a multi-phase statewide training initiative focused on advanced trauma and enhanced child case planning;
- Development of policy and procedures;
- Revise child/adult case plan templates and other case work related documents to incorporate trauma;
- Identify and engage other state agencies and mental health providers to address what resources are available for completing trauma assessments and treatment and coordinate the provision of services; and
- Ensure resource families have access to trauma training.

2013 APSR: Over the last year, the OCS "Trauma" work group (described above) has continued to meet and accomplish the following:

- Identified and adapted for OCS's use the Michigan Trauma Checklists for a trauma screening tool. Work group members met with the creator of the checklist and obtained permission to use the tool along with guidance for its use. The checklists will be initially completed by Initial Assessment workers on all children who enter foster care. Results of the checklists will be used to inform the development of the child's case and appropriate referrals for additional screening and services as needed. Follow up screenings will be initiated by the OCS Family Services worker every six months or by the child's therapist if they have one. The tool was introduced to OCS managers/supervisors this spring and will be fully implemented through the roll out of the statewide Family Services training scheduled for July-October 2013.

- During May-June 2013, in collaboration with the Child Welfare Academy, Regional Trauma Informed Training and Leadership meetings were facilitated in all five OCS regions. The purpose of these events was to lay a foundation of information regarding the impacts of trauma and secondary trauma and to begin the work of creating regional plans for how regional offices and field offices will begin to change practice and attitudes around becoming trauma informed.

- In preparation for the regional trauma meetings, a "Trauma Information Memo" was issued on May 21, 2013 to all staff to provide background information regarding becoming trauma informed and to provide ideas for concrete strategies to implement. Along with this memo, a list of all of the services providers in Alaska who have been deemed to be "trauma-informed" was provided.

- Trauma training will be incorporated into the large Family Services training initiative that is being launched statewide during the summer/fall of 2013 and will be provided to all frontline staff.

Services for Children Under the Age of Five

Describe activities undertaken to reduce the length of time children in foster care under the age of five are without a permanent family. In addition, describe activities the State undertakes to address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs (section 422(b)(18) of the Act). (6/2012 – new requirement).

APSR 2012: Alaska is fortunate to have its Early Childhood Comprehensive Systems Program situated within Alaska's Child Welfare Program, allowing for close collaboration and a strong interconnection between programs. OCS utilizes a variety of strategies to address the needs of children under the age of five and to reduce the length of time children in foster care under the age of five are without a permanent family. These statewide strategies include:

- Children birth-to-three years of age are automatically referred to the Part C Early Intervention program (known as the Infant Learning Program in Alaska) for eligibility determination for multidisciplinary services. Programs are strongly encouraged to enroll children identified through CAPTA under developmental delay or clinical opinion. All ILPs were provided with training on Strengthening Families and the OCS Practice Model (see Collaborations section) this year.

- Special attention is given to the training provided to child welfare workers related to early child development. In 2010, Alaska's Child Welfare Academy created a *Field Guide to Child Functioning* desk reference guide, which is a tool that accompanies mandatory training, aimed at helping workers understand child developmental milestones, and the impact of abuse, neglect and separation on infants, toddlers, preschooler, grade school and youth functioning.

- Over the last year Child Welfare Staff in 12 communities received specialized training related to the Strengthening Families Protective Factors Framework and best practices for young children in child protective services. This training included the impact of trauma on brain development and the importance of healthy attachments during the early years of life.

- Resource families have access to a wide range of training related to parenting and meeting the needs of children in this critical stage of early development. (For a complete list of all available training visit the Alaska Center for Resource Families website at: http://www.acrf.org/)

- Protocols have been developed to help improve the referrals and working relationships between Early Intervention Infant Learning Programs and OCS Staff. Similar protocols and MOUs have been developed statewide to aid in the priority referral process of preschool aged children to Head Start programs.

- Time Limited Family Reunification/Family Contact Services Center Program is a well utilized OCS program offered in eleven Alaskan cities/communities serving a concentrated number of children under the age of five. These services provide Family Contact Services to families where children are placed out of the home and are structured to reduce the length a

child is in out of home care. OCS staff provides consistent referrals to this program, with the average utilization of all grantees exceeding 100% of the expected level of service delivery.

In addition, over the past year, the following are new initiatives and pilot projects which OCS believes will assist this population of children achieving permanency:

- The development of a "Birth to Three Court" in partnership with the Early Childhood Partnership, Strengthening Families program, OCS and local judges in Ketchikan.

- SafeCare is an evidence-based, parent-training curriculum for parents who are at-risk or have been reported for child maltreatment. Through SafeCare, trained professionals work with at-risk families in their home environments to improve parents' skills in several domains. This model is was introduced by the Infant Learning Program in Anchorage as an approach for service provision to children referred through the CAPTA requirements for the Part C program. Six home visitors were trained in SafeCare and plans are being made for the expansion of this model.

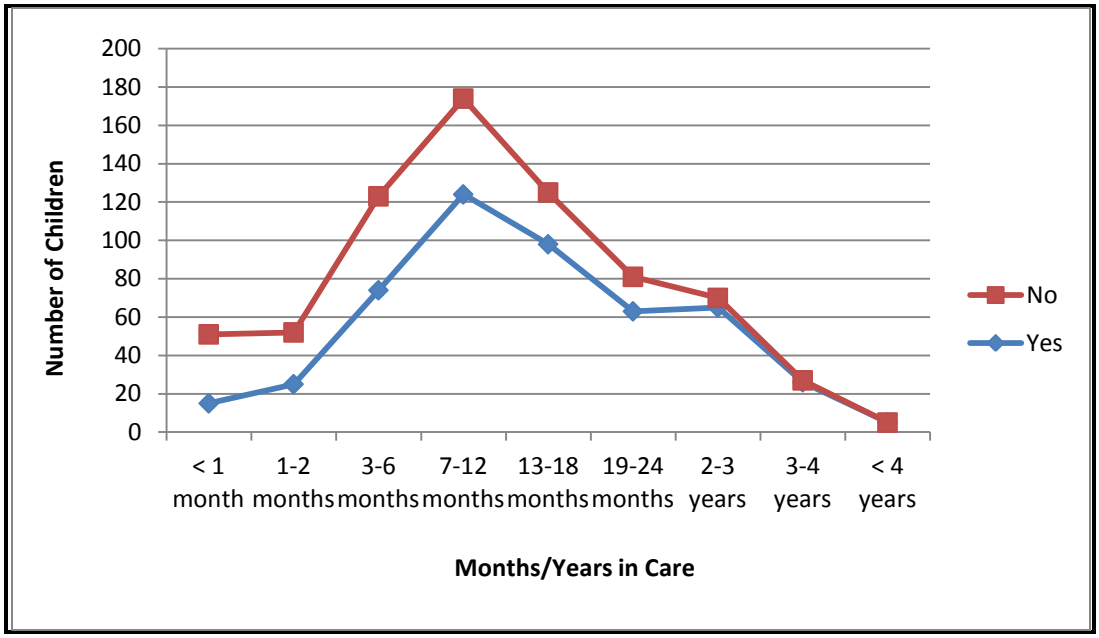
- The Anchorage School District (ASD) has actively been working with the OCS to develop a system for 3 to 5 year old children entering the foster care system to be referred to ASD for developmental screening. An MOA has been developed and protocols have been developed for the exchange of information. This MOA can be used as a template for other school district/OCS offices.

- Statewide ORCA enhancements will go live in October 2012 which will allow OCS workers more ease and flexibility around documenting and tracking relatives who are identified as being relevant to a child's case. In addition, OCS is currently piloting a new relative search engine tool, specifically designed for child welfare workers to aid in the search of relatives who are able to provide physical/emotional support to their relatives in care. If the pilot proves to be successful, OCS will pursue additional funding to implement the availability of this new search engine for every new case. It is anticipated that with the ORCA enhancement, updated policy and procedures around relative search and new search engines tools, OCS will decrease the time it takes for children under the age of five (and all children represented in the child welfare system to achieve permanency.

- As OCS continues to implement its safety model into family services, a renewed emphasis will be made during staff training on how the assessment of child functioning (performed during the initial safety assessment process); including the child's unique developmental stage and the influence of trauma history informs the child's case plan. Enhanced needs assessment and service planning to meet and reflect the specific developmental needs of the child is a part of the new case planning curriculum. EPSDT results which screen for medical and mental health (emotional/social wellbeing) are also a critical component of the needs assessment.

OCS developed a report that tracks children under the age of five and permanency status. The data below illustrates that approximately 70% of children under the age of 5 have a potentially permanent placement. OCS anticipates this number to increase to 75% in SFY 13, with the implementation of above described new initiatives.

Number of Children Under The Age of Five
Without a Projected Permanent Family
June 2012



Count of Potentially Permanent	Months in Care									
Potentially Permanent	< 1 month	1-2 months	3-6 months	7-12 months	13-18 months	19-24 months	2-3 years	3-4 years	< 4 years	Grand Total
Yes	15	25	74	124	98	63	65	26	5	495
No	36	27	49	50	27	18	5	1	0	213
% IN PERM PLACEMENT	29.41%	48.08%	60.16%	71.26%	78.40%	77.78%	92.86%	96.30%	100.00%	69.91%
Grand Total	51	52	123	174	125	81	70	27	5	708

As of June 2, 2012 Alaska had 51 children under the age of five who have been in care for 13 or more months and do not currently have a permanent placement. Of this subgroup, 53% were Alaska Native, and 35% had two or fewer relatives documented in ORCA. Over the next year, OCS intends to extract additional demographical data for this population of children. The data will include a more thorough race analysis, regional distributions, whether the child has a current case plan (concurrent goal), and if a thorough relative search has been conducted. OCS intends to incorporate this report into regular case worker/supervisor/manager report.

OCS believes that based on more data and attention focused on this age group of children, and the new initiatives related to enhanced child case planning and early identification of relatives; the percent of children without a permanent placement will decrease by at least 5% over the next year. OCS continues to strive to place children with relatives that have indicated the ability to provide care if the situation does not allow the child to return home.

2013 APSR: OCS continues to utilize a variety of strategies to address the needs of children under the age of five and to reduce the length of time children in foster care under the age of five are without a permanent family. All of the strategies outlined in the 2012 APSR update continue and can be read about in further detail under the Collaborations section of this report.

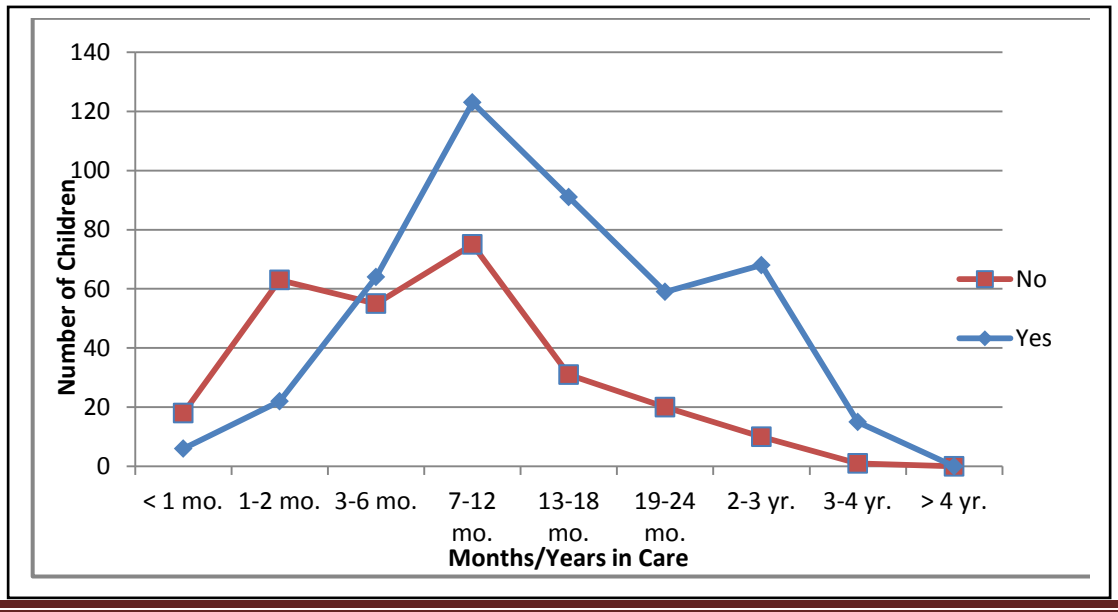
Additionally, in 2013 funding was received for a new project/strategy aimed at addressing the needs of children under five. The project, called the Developmental Screening and Brief Behavioral Services (DSBBS), is focused on working with primary care providers to embed standardized developmental screening and the identification of "at-risk" young children in their regular practice.

A contractor is available to provide training and technical support to providers in the following areas: developing an efficient workflow, educating staff, documenting in EMRs for reimbursement, having difficult conversations, and identifying appropriate referrals. This project is developing brief behavioral services that target children who do not qualify for standard mental health services or whose families are difficult to engage.

OCS continues to adhere to the philosophy that timely identification of relatives is a key strategy for enhancing timely permanency for all children, perhaps most importantly, children under the age of five. Over the last year, as described above, enhancements were made in ORCA to better document and track identified relatives. Additionally, OCS has revised several policies regarding the diligent search for relatives, is working on an MOA with CSSD for technical assistance with relatives searches and is in the process of creating an OCS Desk Guide for assisting frontline workers search for relatives. Unfortunately due to budget barriers, OCS was not able to pursue a contract with a professional search agency that was piloted in the spring of 2012.

During the upcoming OCS Family Services training initiative for all frontline workers, scheduled for July-October 2013, a training component will emphasize impact of trauma on brain development and the importance of healthy attachments during the early years of life.

Number of Children Under The Age of Five
With a Permanent Family Identified
June 2013



Count of Potentially Permanent	Months in Care									
Potentially Permanent	< 1 month	1-2 months	3-6 months	7-12 months	13-18 months	19-24 months	2-3 years	3-4 years	< 4 years	Grand Total
Yes	6	22	64	123	91	59	68	15	5	453
No	18	63	55	75	31	20	10	1	0	273
% IN PERM PLACEMENT	25%	26%	54%	62%	75%	75%	87%	94%	100%	62%
Grand Total	24	85	119	198	122	79	78	16	5	726

As of June 18, 2013, OCS has 726 children under the age of five in foster care, a slight increase from last year. It is projected that this number will actually decrease in FY14 to below 700 children because the overall number of children in this age group that were removed during FY13 was 412 children; a 13% decrease from the average of 474 children per year, which were removed during the previous 3 years.

The data below illustrates that currently, 79% of children under the age 5 of who have been in care for 13 or more months have a permanent placement identified (a 4% decrease from last year). Of the 62 who do NOT have a permanent home identified, 71% are Alaskan Native. Of the children who do have a permanent placement identified, 59% are Alaskan Native.

Over the last year, the number of relatives identified and completed case plans were tracked for this cohort of children. It continues to be significant that children with 2 or more documented maternal and paternal relatives are more likely to be placed in a permanent placement. The need for current, quality case plans for children continues to be an area for improvement. It is anticipated that the planned statewide implementation of the Family Services Assessment, with its emphasis on quality case planning for adults and children will impact this growth area.

Training Plan

2010 APSR: The University of Alaska Anchorage, School of Social Work, under contract with OCS, operates the Family & Youth Services Training Academy (FYSTA). During the last year, FYSTA provided ongoing statewide training, education, and certification in child welfare to OCS child protection employees, tribal, and community partners, who will provide and/or direct services to abused and neglected children under OCS supervision. In addition, training was provided to front line supervisory staff.

As outlined in the CFSP submitted in 2009, the quality and depth of training provided to child welfare staff in the State of Alaska has greatly improved over the last five years. Alaska is now in line with training standards across the country and continues to invest time, resources, and evaluation methods to monitor and identify ways to enhance all of our training programs. An FYSTA Advisory Group was formed and will be evaluating and making recommendations for curriculum change over the next few years. The group recommended providing a mechanism for supervisors to provide feedback to FYSTA regarding the effectiveness of their staff's training.

Alaska Center for Resource Families (ACRF) continues to provide training prospective and current care providers. Training services are not limited to families through the Office of Children's Services; families who are referred through private agencies or are self-referred receive services

through the ACRF. During the past year, the Office of Children's Services revised the training policy as a part of the PIP. This policy revision now requires that all resource families complete the Core Training for Resource Families within the first year of licensure. By requiring Core training more resource families will have an understanding of the needs of children in care and the role of the Office of Children's Services. Additionally, the training is expected to provide improved stability of child placements, by better preparing resource families about the needs of the children in care.

The OCS training plan was updated during the last year to include short-term training for child welfare agencies, relative guardian, and court personnel. Also included are agency and contract training opportunities which occur sporadically throughout the year. A copy of the updated training plan is included in Appendix E.

2011 APSR: Early in 2011 the Family and Youth Services Training Academy (FYSTA) underwent a name change to the Child Welfare Academy (CWA). In addition to changing the name, the Child Welfare Academy developed three strategic goals; Deliver a Quality Training System, Expand Partnerships, and Improve Accessibility to Training. The Office of Children's Service vision of "Safe Children, Strong Families" is a key component of the Child Welfare Academy's vision of being the "go to" agency for child welfare training in Alaska, by providing an expanded curricular array to professionals serving children and families. Another accomplishment initiated by the CWA includes the "Parent as Partners-Peer Navigation Services for Alaskan Families Project" and is a collaborative effort of CWA: UAA School of Social Work; Alaska's Children's Trust and parents from five Alaskan communities. The purpose of the project is to implement a parent navigation system within OCS to empower parents to understand and direct their own progress within the child welfare system.

The Alaska Center for Resource Families (ACRF) hosted The Weaving a Circle of Care Conference in April, 2011 providing a series of workshops and other training opportunities focused on the needs of children placed in out-of-home care and strengthening the relationships between resource families, tribes, OCS, and community partners.

The OCS training plan was updated during the last year to include the federal guardianships and cost estimates. A copy of the updated training plan is included in Appendix E.

2012 APSR: Throughout this year OCS continues to make strides in improving our training practices for our staff. One accomplishment that happened was a three day conference for all supervisors and managers from around the state. The purpose for this gathering was to focus on child safety through celebration of past success and focus on our improving our future practice to children and families. Some specific key areas that were focused on included trauma informed care, supervising with data, Family Finding, secondary trauma, supervising domestic violence cases, and coaching and evaluations.

OCS continues to partner with the University of Alaska Anchorage, Child Welfare Academy (CWA) on delivering the majority of training for workers and supervisors. In this year CWA has trained 12 local offices from around the state on the "Strengthening Families Initiative" and CAPTA training to include agency collaboration. Some additional initiatives that CWA has started this last year include motivational interviewing and domestic violence training in four pilot sites. They also have continued to provide supervisors ongoing training, initiated resource family assessment seminar, as well as critical thinking training. CWA is working collaboratively with Alaska Center for Resource Families to develop a new training about how to work together with resource families.

In the fall 2011, OCS trained many of the Social Services Associates on brain development, child trauma, how to properly supervise a visit to include coaching and mentoring to parents. CWA is

planning on taking over the continued effort for the ongoing training of all Social Services Associates starting in the fall 2012.

The state of Alaska is also in progress of becoming a Child First forensic interviewing state. OCS and CWA are key partners in this endeavor along with other key stakeholders from around the state.

One of the most significant changes to training will begin in July 2012 although much of the work has already begun. OCS and CWA have been working collaboratively in making some significant changes to the core curriculum for new case carrying workers. The training will be offered more frequently and it will have lower number of participants so more individual attention can be given. Another component of the training is the CWA trainer will travel more often to the regional offices to offer a more hands on approach. In addition, CWA and OCS are creating some online training modules. We believe this will enhance many aspects of what they are learning through the class room and on the job.

Lastly, coming in late summer through early winter 2013, OCS and CWA will be training staff in family services training with the focus being on family centered case planning. All offices will be given extensive training on family engagement and case plan development.

2013 APSR: OCS continues to strive to increase our work force competency and one way of achieving that is through training. Throughout this last year, OCS partnered and worked closely with the Child Welfare Academy. OCS is actively working on launching a family centered case plan practice called Family Services Assessment (FSA) for the entire state. This should be completed by November 2013. A new change that CWA has made is the way they will be delivering this training. They are now using an approach called Team Based Learning. This approach goes beyond covering traditional classroom content but allows for time for team assignments and assists the learners towards problem solving the kinds of problems workers encounter while doing the daily job. With this new approach management is hoping to see more active participation in addition to taking their new knowledge back to their work. Included within the FSA training is motivational interviewing and how to screen for trauma in children.

Throughout May and June 2013 OCS leadership and tribal partners participated in two day regional meetings to discuss how as an agency we could be more trauma informed. Meetings were co-facilitated by the CWA and OCS Senior Leadership in each of the five OCS regions and included training components on secondary trauma, parental trauma, and child trauma.

In August 2012 CWA started a more frequent and condensed size of the core training program called SKILS. OCS found that a smaller classroom environment allows for better transfer of learning. In addition to this change many on-line courses have launched to enhance the learning journey for new workers. Another training opportunity that is being offered is monthly learning collaborative calls on a multitude of child protection topics mostly regarding the practice model (reference H.1.6). These calls are very similar to webinars. In August 2012 OCS also refined and updated the Staff Development Plan (SDP). The SDP is a document that is to be given and followed when a new case carrying worker starts at OCS. This document is to assist the agency in making sure all of the essential core training and educational elements are adhered to.

Alaska became a ChildFirst state in 2013. ChildFirst is a forensic interviewing model that Alaska has adopted. A process of developing a key group of trainers that are multidisciplinary and statewide has begun. The completion of their certified training process will be completed by January 2014. OCS will have completed two weeks of child forensic interviewing trainings in 2013.

Some additional training classes that continue to be offered due to their importance are the yearly Supervisor Training, which now encompasses Critical Thinking training. In addition, training is offered twice a year to para-professional staff, Social Service Associates (SSA's). This training is all about how to engage families, family contact, child development, and trauma. Lastly, Advanced ICWA trainings as well as Knowing Who You Are (KWYA) trainings for staff as well as our tribal partners continue to be offered on a regular basis. Efforts are underway to revitalize the KWYA training program with plans underway to train a large new cohort of trainers and coaches this year with generous support from Casey Family Programs.

Juvenile Justice Transfers

2010 APSR: The following table represents the number of children released to the Division of Juvenile Justice due to a legal determination. The reporting population is derived from the ORCA Table "Court Disposition" with a legal status of "Released – DJJ custody" for the respective fiscal years.

Children Released to DJJ Custody

FFY	DJJ Transfer
2006	6
2007	7
2008	25
2009	11
2010*	0

*data is as of June 25, 2010

2011 APSR: This data is now required to be incorporated in Alaska's CAPTA Plan, therefore, will no longer be updated in Alaska's APSR.

2012 APSR: This data is now required to be included in the 2012 APSR. The number of transfers for 2010 that was included in the 2011 CAPTA Plan was eight (8). There are 12 transfers for SFY 2011 as of June 21, 2012.

Children Released to DJJ Custody

Calendar Year	DJJ Transfer
2006	2
2007	2
2008	4
2009	3
2010	2
2011	4
2012	3

2013 APSR: A new methodology was applied this year in determining these numbers by **calendar year.** These numbers include only youth transferred to DJJ. It was determined that the numbers provided for prior APSRs had also included shared custody cases and double counted some youth. OCS believes the above table more accurately reflects the required data.

Intercountry Adoptions

2010 APSR: Based on the federal reporting standards outlined in the ACF Child Welfare Policy Manual, the State of Alaska has not received any reports of disrupted or dissolved adoptions for children adopted internationally during the past year. All adoptive families can access support services through the post-adoption support services provided by Office of Children's Services adoption unit or the "Services for Adoption Support" grant with the Alaska Center for Resource Families.

To date, the numbers of children in the custody of OCS who are adopted overseas have been very low. Typically adoptive families who adopt overseas are generally military families. As such these families are referred to military family support service programs for additional adoption and post adoption support services.

2011 APSR: Over the past year, the State of Alaska received one report of a disrupted adoption for a child adopted internationally. Adoptive families can access support services through the post-adoption support services. In this case the private adoption agency provided additional support services related to the disruption of this adoption.

2012 APSR: Based on the federal reporting standards outlined in the ACF Child Welfare Policy Manual, the State of Alaska has not received any reports of disrupted or dissolved adoptions for children adopted internationally during the past year. All adoptive families can access support services through the post-adoption support services provided by Office of Children's Services adoption unit or the "Services for Adoption Support" grant with the Alaska Center for Resource Families.

2013 APSR: Based on the federal reporting standards outlined in the ACF Child Welfare Policy Manual, the State of Alaska has not received any reports of disrupted or dissolved adoptions from children adopted internationally during the past year. All adoptive families in Alaska can access support services through the Office of Children's Services adoption unit or the "Services for Adoption Support" grant with the Alaska Center for Resource Families.

Financial Information

1. Payment Limitations – Title IV-B, Subpart I

2010 APSR:

- Alaska spent $0 of FFY2008 Title IV-B, Subpart I funds for child care, foster care maintenance and adoption assistance payments.
- Alaska used $0 of non-federal funds for foster care maintenance payment as match for the FFY2008 Title IV-B, Subpart I award.
- Alaska spent $0 of Title IV-B, Subpart I funds for administrative costs.

2011 APSR:

- Alaska spent $0 of FFY2009 Title IV-B, Subpart I funds for child care, foster care maintenance and adoption assistance payments.
- Alaska used $0 of non-federal funds for foster care maintenance payment as match for the FFY2009 Title IV-B, Subpart I award.
- Alaska spent $0 of Title IV-B, Subpart I funds for administrative costs.

2012 APSR:

- Alaska spent $0 of FFY2010 Title IV-B, Subpart I funds for child care, foster care maintenance and adoption assistance payments.
- Alaska used $0 of non-federal funds for foster care maintenance payment as match for the FFY2010 Title IV-B, Subpart I award.
- Alaska spent $0 of Title IV-B, Subpart I funds for administrative costs.

2012 APSR:

- Alaska spent $0 of FFY2011 Title IV-B, Subpart I funds for child care, foster care maintenance and adoption assistance payments.
- Alaska used $0 of non-federal funds for foster care maintenance payment as match for the FFY2011 Title IV-B, Subpart I award.
- Alaska spent $0 of Title IV-B, Subpart I funds for administrative costs.

2013 APSR:

- Alaska spent $0 of FFY2012 Title IV-B, Subpart I funds for child care, foster care maintenance and adoption assistance payments.
- Alaska used $0 of non-federal funds for foster care maintenance payment as match for the FFY2011 Title IV-B, Subpart I award.
- Alaska spent $0 of Title IV-B, Subpart I funds for administrative costs.

2. Payment Limitations – Title IV-B, Subpart II:

2010 APSR:

- Per the attached CFS-101, Part III, Alaska spent:
    - $242,237 or 33% of its FFY2008 award on Family Preservation services.
    - $175,310 or 23% of its FFY2008 award on Family Support services.
    - $143,453 or 20% of its FFY2008 award on Time-Limited Family Reunification services.
    - $144,944 or 20% of its FFY2008 award on Adoption Promotion and Support services.
- Per the attached CFS-101, Part III, Alaska spent $33,745 or 4% of its FFY2008 award on administrative costs. There were no Title IV-B, Subpart 2 funds spent on administrative costs for the Monthly Caseworker Visit grant.

2011 APSR:

- Per the attached CFS-101, Part III, Alaska spent:
    - $199,400 or 29% of its FFY2009 award on Family Preservation services.
    - $139,837 or 20% of its FFY2009 award on Family Support services.

    - $170,646 or 25% of its FFY2009 award on Time-Limited Family Reunification services.
    - $119,875 or 17% of its FFY2009 award on Adoption Promotion and Support services.
- Per the attached CFS-101, Part III, Alaska spent $63,179 or 9% of its FFY2009 award on administrative costs. There were no Title IV-B, Subpart 2 funds spent on administrative costs for the Monthly Caseworker Visit grant.

2012 APSR:

- Per the attached CFS-101, Part III, Alaska spent:
    - $230,462 or 35% of its FFY2010 award on Family Preservation services.
    - $118,652 or 18% of its FFY2010 award on Family Support services.
    - $169,821 or 25% of its FFY2010 award on Time-Limited Family Reunification services.
    - $148,777 or 22% of its FFY2010 award on Adoption Promotion and Support services.
- Per the attached CFS-101, Part III, Alaska spent $0 or 0% of its FFY2010 award on administrative costs. There were no Title IV-B, Subpart 2 funds spent on administrative costs for the Monthly Caseworker Visit grant.

2013 APSR:

- Per the attached CFS-101, Part III, Alaska spent:
    - $417,321 or 41% of its FFY2011 award on Family Preservation services.
    - $149,550 or 23% of its FFY2011 award on Family Support services.
    - $77,176 or 11% of its FFY2011 award on Time-Limited Family Reunification services.
    - $186,875 or 53% of its FFY2011 award on Adoption Promotion and Support services.
- Per the attached CFS-101, Part III, Alaska spent $0 or 0% of its FFY2011 award on administrative costs. There were no Title IV-B, Subpart 2 funds spent on administrative costs for the Monthly Caseworker Visit grant.

3. FFY2010 Funding – Revised Budget Request

2010 APSR:

- Alaska will submit a revised FFY2010 budget form should unneeded portions of other State allocations of Title IV-B, CFCIP and ETV funds be reallocated to other States.
- Alaska does not intend to release funds for reallocation from the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. Alaska does intend to apply for reallocation of unneeded portions of other State's allocation for the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. See attached CFS101, Part I.

2011 APSR:

- Alaska will submit a revised FFY2011 budget form should unneeded portions of other State allocations of Title IV-B, CFCIP and ETV funds be reallocated to other States.
- Alaska does not intend to release funds for reallocation from the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. Alaska does intend to apply for reallocation of unneeded

portions of other State's allocation for the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. See attached CFS101, Part I.

2012 APSR:

- Alaska will submit a revised FFY2012 budget form should unneeded portions of other State allocations of Title IV-B, CFCIP and ETV funds be reallocated to other States.
- Alaska does not intend to release funds for reallocation from the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. Alaska does intend to apply for reallocation of unneeded portions of other State's allocation for the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. See attached CFS101, Part I.

2013 APSR:

- Alaska will submit a revised FFY2013 budget form should unneeded portions of other State allocations of Title IV-B, CFCIP and ETV funds be reallocated to other States.
- Alaska does not intend to release funds for reallocation from the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. Alaska does intend to apply for reallocation of unneeded portions of other State's allocation for the Title IV-B, Subpart 2, the CFCIP, or the ETV Program. See attached CFS101, Part I.

4. FFY2011 Budget Request – CFS101.

2010 - 2013 APSR:

- Alaska has completed Part I of the CFS101 form to request Title IV-B, Subpart I and Title IV-B, Subpart II, CAPTA, CFCIP and ETV funds. Reference attached CFS101, Part I.
- Alaska has completed Part II to include the estimated amount of funds to be spent in each program area by source, the estimated number of individuals and families to be served, and the geographic service area within which the services are to be provided. Reference attached CFS101, Part II.

5. FFY2008 Title IV-B Expenditure Report – CFS101, Part III

2010 - 2013 APSR:

- Alaska has completed the CFS101, Part III to include the actual amount of funds expended in each program area of Title IV-B funding by source, the number of individuals and families served, and the geographic service area within which the services were provided. Reference attached CFS101, Part III.

6. Financial Status Reports Standard Form (SF) 425

2010 - 2013 APSR:

Alaska reports expenditures under Title IV-B, Subparts 1 and 2, CAPTA, CFCIP and ETV programs on the Financial Status Report, SF-269.