

2010  
Annual **PROGRESS**  
and **SERVICES**  
Report

State of Alaska  
Department of Health and Social Services  
Office of Children's Services



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# ■ Section 1: Introduction

## *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.

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.<sup>1</sup>

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 AFCARS report, 3,039 children were in out of home placement during the 2009 federal fiscal year. OCS estimates a similar number during the upcoming year.

Over the past year, the Office of Children's Services (OCS) continued to work to infuse the guiding principles into the five core components: Intake, Initial Assessment, Family Services, Resource Family Section and the Service Array Section. Past accomplishments and goals for the upcoming years 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.

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<sup>1</sup> Excerpt from U.S Department of Health and Human Services, Administration on Children, Youth and Families, ACYF-CB-PI-10-09.

## ***Agency Structure***

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.



## ***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

## ***Collaboration and Coordination***

In addition to the Office of Children's Services (OCS) staff, the following 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.

### ***Court Improvement Project***

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.

### ***Tribal State Collaboration Group***

The Tribal State Collaboration group meets three times a year. A detailed list of activities to enhance tribal and state relations, reduce disproportionality and increase ICWA compliance are included Strategy D of this report. During the next few years, OCS, Tribal State Collaboration group, and Western Pacific Implementation Center 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.

### ***Department of Law***

The Department of Law (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.

### ***Alaska Citizen Review Panel***

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.

### ***Facing Foster Care in Alaska***

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.

### ***Greater Anchorage Area Partnership***

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).

### ***Northern Region Continuous Quality Assurance Work Group***

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 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.

### ***Southeast and South Central Regional Continuous Quality Assurance Teams***

The Southeast and South Central regions have established Regional Continuous Quality Assurance Teams. The purpose of the teams are to provide a consistent method of communication and opportunity to discuss community issues, brainstorm solutions to problems to further strengthen Alaska's Child Welfare System. Teams consist of services providers, tribal representatives from the region, foster parents, Guardian 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.

### ***Children's Justice Task Force***

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 litem, schools, tribal organizations and parents. During the past year, projects included:

- Ongoing distribution of the training CD we developed for mandated reporters (several thousand have been sent state-wide, in the Lower 48 and overseas). The CD is also now available on line at our 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 (currently in the proposed budget)

- Evaluation for statutory changes to improve our 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

***Department of Health and Social Services’ Children’s Policy Team***

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. 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.

***Department of Health and Social Services Joint Management Team***

This team is comprised of deputy directors and other staff within the department. This team manages the State of Alaska’s initiative. 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 Mind report and realigning services to better meet children’s needs.

***Interdepartmental Early Childhood Coordinating Council (IECCC)***

The 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 (prenatal to eight) 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”.

### ***Strengthening Families Leadership Team***

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
- Conducting training on the “community café” model for parents, families, programs and communities to have discussions on strengthening families
- Providing 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 look forward to continuing the work together to keep children safe and families strong.

## Section 2: Accomplishments and Progress towards Goals and Objectives

Strategies, goals, and action steps provided herein mirror the Child and Family Services Review Program Improvement Plan (PIP) and expand upon activities that were not addressed in the PIP. Many of these strategies were developed with OCS management and staff as well as members from numerous stakeholder groups referenced in Section 1. All strategies are designed to improve outcomes related to safety, permanency, and wellbeing.

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

- ✓ Development and dissemination of OCS' Practice Model Overview and Program Statements
- ✓ Incorporation of the Casey Family Assessment Inventory for Alaska Native Resource Families
- ✓ Passage of House Bill 126 expanding Independent Living Services
- ✓ 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
- ✓ Approval for increased training reimbursement rates for Title IV-E Tribal Agreements
- ✓ Demonstrated commitment to the Western Pacific Implementation Center efforts to reduce disproportionality
- ✓ Standardized process for timely initiation of protective services reports
- ✓ Curriculum and staff development provided for Family Engagement & Present Danger
- ✓ Establishment of Regional Recruitment and Continuity of Operations Teams
- ✓ Establishment of an advisory group for the Family and Youth Training Academy
- ✓ Statewide recruitment efforts included a media campaign for Alaska Native homes and expansion of the Foster Ware project (Reference Section 8 for additional efforts)
- ✓ Continued support of cultural training including KWYA and Undoing Racism

As illustrated in the matrix below, many other action steps have begun or are in progress. Those action steps that do not have an update will be addressed in upcoming years.

In order to track progress over the next five years, the matrix will be resubmitted each year 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.

Strategies A, B and C are directly from the PIP, therefore, will be completed by November 2011. All other action steps will be addressed by 2014. Goals and action steps that were developed during the reporting year are noted with “added 6/2010” after the action item number.

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

<b>Strategy A: Practice Model Integration and Implementation</b>	
<b>Goal: To ensure the safety of children throughout the life of the case and provide relevant services to support the family and child.</b>	
<b>Action Steps and Benchmarks</b>	<b>Annual Update (includes date completed)</b>
<b>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.</b>	
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.**

<p>A.2.1.1 Develop work plan for design and systemic implementation of intake.</p>	<p>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.</p>
<p>A.2.1.2 Issue a Program Instruction to all OCS staff related to timely assignment and initiation of all Protective Services Reports.</p>	<p>2010 APSR: Achieved. In February, a policy was issued to establish screening and initiation time frames.</p>
<p>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)</p>	
<p>A.2.1.4 Disseminate updated intake policy reflecting a two tiered response system to all OCS staff.</p>	
<p>A.2.1.5 Provide training to all statewide intake staff. (reference B.3.4)</p>	
<p>A.2.1.6 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference B.3.5)</p>	
<p>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)</p>	
<p>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)</p>	

<b>A.2.2 Refine and continue initial assessment implementation efforts.</b>	
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)	
<b>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.</b>	
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.

<p>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)</p>	
<p>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)</p>	
<p>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)</p>	
<p>A.2.3.6 Modify ORCA in order to track case worker visits for in-home cases. (reference B.1.2)</p>	
<p>A.2.3.7 Modify ORCA in order to track case worker visits for parents. (reference B.1.3)</p>	
<p><b>A.2.4 Implement family contact protocol to enhance the continuity of family relationships.</b></p>	
<p>A.2.4.1 Develop a method of measurement to monitor implementation of the family contact plan. (reference B.1.4)</p>	
<p>A.2.4.2 Modify ORCA to accommodate family contact plan and documentation. (reference B.1.5)</p>	
<p>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)</p>	
<p>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)</p>	
<p>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)</p>	

<b>A.2.5 Enhance administrative review process to ensure review recommendations are followed.</b>	
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.
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)	
<b>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.</b>	
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.
A.2.6.2 Revise TPR/compelling reasons policy to reflect standardization of process.	
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.	
A.2.6.6 CIP will convene and support a group of stakeholders to develop a strategic plan to address concurrent planning statewide.	

**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.**

**A.3.1 Develop and implement practice model components for family services cases.**

<p>A.3.1.1 Request technical assistance to assist in development of a curriculum that includes case transfer, assessment of protective capacities and needs, permanency planning, continued safety management and reassessment including conditions to return home and case closure.</p>	<p>2010 APSR: Achieved. Technical assistance was requested.</p>
<p>A.3.1.2 Develop a curriculum for integration and training related to extending the practice model through the life of the case.</p>	
<p>A.3.1.3 Revise permanency planning policies to extend and support practice model integration.</p>	
<p>A.3.1.4 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 B.3.12)</p>	
<p>A.3.1.5 Modify ORCA to support practice model integration and application within permanency planning. (reference B.1.6)</p>	
<p>A.3.1.6 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)</p>	
<p>A.3.1.7 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 B.2.2.11)</p>	

<p>A.3.1.8 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 B.2.2.12)</p>	
<p><b>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.</b></p>	
<p>A.3.2.1 Develop work plan for the design and systemic reinforcement for initial and on-going assessment of needs.</p>	
<p>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)</p>	
<p>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)</p>	
<p>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)</p>	
<p><b>A.3.3 Safety and Risk will be addressed in all Team Decision Making (TDM) meetings.</b></p>	
<p>A.3.3.1 Create policy for facilitation of TDMs to track and report that safety and risk factors are addressed in every TDM.</p>	
<p>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)</p>	
<p>A.3.3.3 TDM facilitators will ensure that safety plans are in place during reunification TDM if needed.</p>	

<p>A.3.3.4 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference B.1.8)</p>	
<p><b>A.3.4 Enhance case planning efforts through parent, child and tribal engagement.</b></p>	
<p>A.3.4.1 Develop guidelines with NRCCPS to bring parents, age appropriate children, and tribes together within 30 days to participate in case plan development for in-home cases and 60 days for out-of-home cases.</p>	
<p>A.3.4.2 Revise case plan policy to ensure parent, child and tribal involvement during case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals.</p>	
<p>A.3.4.3 Evaluate ORCA capabilities for case plan design and ability to document initial and on-going assessment of needs.</p>	
<p>A.3.4.4 Modify ORCA based on evaluation of case plan design and ability to document initial and on-going assessment of needs. (reference B.1.9)</p>	
<p>A.3.4.5 Continue staff attendance of Knowing Who You Are (KWYA) to increase cultural competency skills. (reference B.3.15)</p>	
<p>A.3.4.6 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 B.3.16)</p>	
<p>A.3.4.7 Managers and Supervisors will monitor quality assurance findings to review the involvement of parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals and develop a plan of response to address areas needing improvement. (reference B.2.2.15)</p>	

<p>A.3.4.8 Children Services Managers and the Child Welfare Administrator will track plans of response 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 to ensure that program change activities are implemented and provide corrective action where indicated.(reference B.2.2.16)</p>	
<p><b>A.3.5 Implement Ice Breakers to increase placement stability.</b></p>	
<p>A.3.5.1 Develop Ice Breaker policy and protocol that address definition of roles, responsibilities, and documentation.</p>	
<p>A.3.5.2 Develop roll out plan to prepare and engage partners and staff in Ice Breakers.</p>	
<p>A.3.5.3 Implement F2F tool kit in Fairbanks and Anchorage.</p>	
<p><b>A.3.6 Redesign In-Home Program Model to increase number of children served in their own homes and enhance reunification efforts.</b></p>	
<p>A.3.6.1 Develop program statement for in-home family services.</p>	<p>2010 APSR: Achieved. This was developed as part of action step A.1.1 and was completed in February 2010.</p>
<p>A.3.6.2 Request TA from NRC for redesign of an in-home family services program.</p>	<p>2010 APSR: Achieved. TA was requested in May 2010. Work will begin in July 2010. Work will be coordinated with the Western Pacific Implementation Center project.</p>
<p>A.3.6.3 Develop work plan with NRC for design and implementation of an in-home family services program.</p>	
<p>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)</p>	
<p>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)</p>	
<p>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)</p>	

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.	
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)	
<b>Strategy B: Accountability and Supervision</b>	
<b>Goal: To enhance the fidelity of the practice model through increased quality assurance, staff development and accountability.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>B.1.0 Develop quality assurance processes to ensure program improvements are successfully implemented and modify ORCA.</b>	
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.
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.
B.1.6 Modify ORCA to support practice model integration and application within permanency planning. (reference A.3.1.5)	

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)	
B.1.8 Develop and implement quality assurance methodology to ensure risk and safety factors are addressed during TDMs. (reference A.3.3.4)	
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)	
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.
<b>B.2.0 Enhance the quality of supervision and increase accountability to keep children safe and make families stronger.</b>	
<b>B.2.1 Enhance the quality of supervision to support effective practice.</b>	
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 held in March, May and June of 2010 with teleconferences in the interim.
B.2.1.3 Senior Leadership Team reviews and approves supervisory strategic plan.	
B.2.1.4 Implement supervisory strategic plan.	
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.

<p>B.2.1.6 Evaluate and revise supervisory curriculum and incorporate relevant strategic plan components based on TA.</p>	
<p><b>B.2.2 Improve leadership accountability to ensure standards of service.</b></p>	
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p>
<p>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)</p>	<p>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.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p>
<p>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)</p>	<p>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.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p>
<p>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)</p>	<p>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.</p>

<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p>
<p>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)</p>	<p>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.</p>
<p>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)</p>	<p>2010 APSR: In progress. Plans of response have been developed for each region/field office based on the most current quality assurance review.</p>
<p>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)</p>	<p>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.</p>
<p>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)</p>	
<p>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)</p>	
<p>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)</p>	

<p>B.2.2.14 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 A.2.3.4) (Anchorage and Fairbanks)</p>	
<p>B.2.2.15 Managers and Supervisors will monitor quality assurance findings to review the involvement of parents, age appropriate children and tribes in case plan development including the appropriate establishment of permanency goals and the timely changing of permanency goals and develop a plan of response to address areas needing improvement. (reference A.3.4.7)(Anchorage and Fairbanks)</p>	
<p>B.2.2.16 Children Services Managers and the Child Welfare Administrator will track plans of response 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 to ensure that program change activities are implemented and provide corrective action where indicated. (reference A.3.4.8) (Anchorage and Fairbanks)</p>	
<p>B.2.2.17 Develop ORCA dashboard to measure monthly supervisory case staffing.</p>	
<p><b>B.3.0 Staff Development</b></p>	
<p>B.3.1 Develop dissemination and staff development plan for practice model and program statements. (reference A.1.2)</p>	<p>2010 APSR: Achieved. A comprehensive plan was developed to ensure that stakeholders were informed and understand the Practice Model and Program Statements.</p>
<p>B.3.2 Disseminate and provide staff development to all OCS staff related to practice model and program statements. (reference A.1.3)</p>	<p>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.</p>

<p>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)</p>	<p>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.</p>
<p>B.3.4 Provide training to all statewide intake staff. (reference A.2.1.5)</p>	
<p>B.3.5 Provide education and training opportunities to tribes and stakeholders statewide regarding new intake practices. (reference A.2.1.6)</p>	
<p>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)</p>	
<p>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)</p>	<p>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 of 2010.</p>
<p>B.3.8 CIP will provide training to judges at the Fall Judicial Conference related to family contact planning. (reference A.2.4.5)</p>	<p>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.</p>
<p>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)</p>	
<p>B.3.10 Provide training to AAGs related to filing compelling reasons. (reference A.2.6.3)</p>	
<p>B.3.11 Provide staff development to all OCS field management and staff regarding TPR/compelling reasons. (reference A.2.6.4)</p>	

<p>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)</p>	
<p>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)</p>	
<p>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)</p>	
<p>B.3.15 Continue staff attendance of Knowing Who You Are (KWYA) to increase cultural competency skills. (reference A.3.4.5)</p>	<p>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.</p>
<p>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 A.3.4.6)</p>	
<p>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)</p>	
<p>B.3.18 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference C.1.1)</p>	<p>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.</p>
<p>B.3.19 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference C.1.3)</p>	

<p>B.3.20 DOL will provide training to AAGs at Annual AAG conference related to quality of permanency planning. (reference C.1.4)</p>	<p>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.</p>
<p>B.3.21 CIP will provide training to Judges at Fall Judicial Conference related to quality of permanency hearings. (reference C.1.5)</p>	<p>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.</p>
<p>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)</p>	<p>2010 APSR: In progress. ORCA modifications are in progress; staff development materials will be developed. Estimated date of completion is August 2011.</p>
<p>B.3.23 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference C.2.6)</p>	<p>2010 APSR: Achieved. Training was piloted in November 2009 and completed in December 2009.</p>
<p>B.3.24 Develop an on-going evaluation system for each individual that has successfully completed SKILS and their supervisor.</p>	<p>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.</p>
<p>B.3.25 SKILS and Supervisory training curriculums will be updated to reflect all staff development provided in the PIP.</p>	<p>2010 APSR: 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.</p>
<p>B.3.26 Develop a diverse advisory group statewide to inform FYSTA curriculum effectiveness.</p>	<p>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.</p>
<p>B.3.27 Submit advisory board recommendations for review and approval to FYSTA and OCS for possible revisions.</p>	<p>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.</p>
<p>B.3.28 Develop standardized on the job training for workers between the four weeks of SKILS training.</p>	<p>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.</p>

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.	
B.3.30 Review feedback for on the job training and revise curriculum if determined necessary.	
<b>Strategy C: Strengthening Systems</b>	
<b>Goal: To provide systems that ensure the safety, permanency and well being of children through the life of the case.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>C.1.0 Case Review System</b>	
C.1.1 Provide staff development to OCS field management and staff related to documentation of compelling reasons in ORCA. (reference B.3.18)	Achieved - 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.
C.1.3 Provide staff development to OCS field management related to standardization of court hearing notification process. (reference B.3.19)	Achieved – 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)	Achieved – 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)	Achieved – 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.	
C.1.7 Develop and implement a quality assurance measure for notification of court hearings for resource families.	

<b>C.2.0 Recruit and Retain Resource Families</b>	
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.
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.
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 development completed and policy implemented February 28, 2010.
C.2.6 Provide training to all licensing staff on Casey Family Assessment Inventory (CFAI) instrument. (reference B.3.23)	Achieved – 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.
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.

C.2.10 Implement recruitment plan and monitor progress.	
C.2.11 Establish resource family advisory board.	
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.
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.
<b>C.3.0 Service Array</b>	
C.3.1 Request National Resource Center TA (or consultants) to assist in evaluation of grants.	<p>2010 APSR: In progress. 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. In addition, 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.</p> <p>Secondly, the TA modification would support 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.</p>
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.

<p>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)</p>	<p>2010 APSR: In progress. Data is being collected and evaluated for SFY2009.</p>
<p>C.3.4 Work with OCS leadership, regional CSM's and local offices to review data and realign resources if warranted based on analysis. (reference A.3.6.6)</p>	
<p>C.3.5 Collaborate with Division of Behavioral Health to determine the possibility of increasing access and prioritizing behavioral health services to OCS clients.</p>	
<p><b>C.4.0 Agency Responsiveness to the Community</b></p>	
<p>C.4.1 Develop collaboration and coordination plan to monitor and evaluate CFSP and PIP status and progress including internal and external stakeholders.</p>	<p>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.</p>
<p>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 &amp; Alumni, OCS Executive Steering Committee, Greater Anchorage Area Partnership, Child Advocacy Centers, Children's Justice Task Force, IV-B Grantees, partner divisions.</p>	<p>2010 APSR: On-going. OCS uses existing forums to monitor and evaluate the 5-year plan. 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 &amp; 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.</p>
<p style="text-align: center;"><b>Strategy D: Enhance Tribal and State Relations / Reduce Disproportionality / Increase ICWA Compliance</b></p>	
<p><b>Goal: Keeping Alaska Native Families intact while providing a culturally competent continuum of services to protect and promote healthy communities.</b></p>	
<p><b>Action Steps</b></p>	<p><b>Annual Update (includes date completed)</b></p>
<p><b>D.1.0 Promote positive state and tribal collaboration relations, build tribal capacity, reduce disproportionality and increase ICWA compliance.</b></p>	

<p>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.</p>	<p>2010 APSR: On-going. Meetings were held on October 5-9, 2009, February 8-11, 2010, and May 11-13, 2010.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>In addition, during this forum, OCS sought input and shared the Child &amp; 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.</p>
<p>D.1.2 Support work on goals, objectives, and tasks set forth in the Alaska Child Welfare Disproportionality Reduction Project's Technical Assistance Plan.</p>	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Design of In-Home Service Programs (funding mechanism)</li> <li>• Tribal In-home Services: Service Model/Practice Design (FGDM &amp; Family Preservation)</li> <li>• Workforce/Training</li> <li>• Tribal Case Management</li> </ul>

	<ul style="list-style-type: none"> <li>• State Capacity to Maximize Use of Tribal In-home Services: Practice Model/Policy &amp; Procedures</li> <li>• Tribal Foster Home Licensing Standards</li> </ul> <p>OCS has committed to assist achieving the goals and objectives of the Western Pacific Implementation Center project.</p>
<p>D.1.2.a (added 6/10): OCS will work with tribes across the state to strengthen relationships and coordinate services.</p>	<p>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.</p> <p>Much of this work is conducted through the tribal regional organizations that coordinate ICWA work throughout their region.</p> <p>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.</p> <p>During the past year, OCS and tribal representatives have worked together on the following:</p> <ul style="list-style-type: none"> <li>• Court Improvement Project, ICWA subcommittee</li> <li>• BIA Provider’s Conference</li> <li>• Bring The Kids Home Conference</li> <li>• Chugachmuit’s Parenting and Family Resource Conference</li> <li>• Manniliq/Kotzebue ICWA Conference</li> <li>• Specialized ICWA Training</li> <li>• Knowing You Who Are &amp; Undoing Racism</li> </ul> <p>OCS recognizes and values relationship building and team partnerships as illustrated in the following list.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• OCS held a gathering for new Tribal ICWA workers through the collaboration with Gloria Gorman from the BIA and Cook Inlet Tribal Council.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p>In Anchorage, the new employee orientation includes on-site meetings with three tribal or Native organizations in order to strengthen relationships and coordinate services.</p>

	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.
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.
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.
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.
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.
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.
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.

<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>2010 APSR: 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.</p>
<p>D.1.13 OCS and tribal partners will continue to explore the feasibility of a tribal case management program for the Bethel area.</p>	<p>2010 APSR: 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.</p>
<p>D.1.13.a (Added 6/2010) OCS and tribal partners will design a tribal case management program.</p>	<p>2010 APSR: On-going. In May 2010, the contracting case management team members were identified.</p>
<p>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.</p>	<p>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.</p>
<p>D.1.15 Work with ORCA Project Manager to determine feasibility of providing tribes access to AK OCS ORCA.</p>	<p>2010 APSR: . This will be further explored during SFY 11 and 12.</p>
<p>D.1.16 Obtain formal agreement between OCS and tribes to allow access ORCA information on case-related matters and share reciprocal data.</p>	<p>2010 APSR: On-going. Protocols for sharing information related to Protective Services Reports is underway.</p>
<p>D.1.17 Conduct critical review of 20 year old Tribal State ICWA Agreement.</p>	<p>2010 APSR: On-going. The Attorney General’s office is currently working on development of an agreement to share information between the state and tribes.</p>
<p>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.”</p>	<p>2010 APSR: On-going. Reference guides are currently being gathered for evaluation.</p>
<p>D.1.19 Re-design ICWA webpage to allow easy access to all pertinent TSCG efforts and ICWA information.</p>	<p>2010 APSR: On-going. 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.</p>

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.
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 1, 2010, the meetings have addressed: <ul style="list-style-type: none"> <li>• ICWA Concerns Chart</li> <li>• ORCA Data and Statistics</li> <li>• Consistent Documentation for Flagging Administrative Reviews</li> <li>• ICWA Web Page</li> <li>• Preliminary work on a frequently asked questions to be posted on ICWA web page</li> </ul>
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.
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.
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.
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 324 in June 2010.
D.1.26 Review analysis and recommendations from the ICWA Specialist Position Description work group to determine if any action is required.	2010 APSR: On-going. This topic will be discussed at Tribal State Co-chairs during the upcoming year.
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.
D.1.28 Support ICWA related training through grants, Title IV-E, and the Family Youth Training Academy.	<p>2010 APSR: On-going. In a TSCG effort over the last year, a standard 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.</p> <p>The Court Improvement Project, in conjunction with the BIA, developed a specialized ICWA training for individuals who work in the courts (Guardian Ad Litem, Court Appointed Special Advocates, Public Defenders, Assistant Attorney Generals, etc.). This training is currently being piloted and TSCG members will have the opportunity to participate in the training in October 2010.</p> <p>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.</p>
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.
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.

	<p>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.</p> <p>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.</p>
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
<b>Strategy E: Enhance Resource Family Systems</b>	
<b>Goal : Ensure safety of children in custody and enhance resource family recruitment and retention efforts</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>E.1.0 Expand use of assessment and evaluation processes for resource families through improved licensing standards, and timely completion of home study assessments.</b>	
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.
E.1.2 Expand the use of the CFAI-AK version to 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.	
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.
<b>E.2.0 Enhance resource family recruitment and retention efforts to the changing and emerging needs of children in care.</b>	
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.
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	2010 APSR: In progress. Preliminary ORCA data review began in April of 2010 to determine what is known about the children in care and needs. It is anticipated that

recruitment system.	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.
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.	
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.	
<b>E.3.0 Support for resource families will be improved with the development of a standardized and responsive system of inquiry.</b>	
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.	
E.3.2 Establish a training process for all OCS staff on the standardized system of inquiry for initial inquiries from potential resource families.	
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.	
E.3.4 Determine the feasibility of development of home development specialists who will focus on the assessment and support to resource families.	
<b>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.</b>	
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.	
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.
E.4.3 Develop and implement on-going training for all OCS staff on licensing standards.	
E.4.4 Development training specific to licensing workers, inclusive of Title IV-E compliance standards.	
<b>E.5.0 Resource Family Advisory Board and Association will become fully sustainable and autonomous.</b>	
E.5.1 Establish training, support, meeting schedules and strategic planning opportunities for the advisory board.	
E.5.2 Assist the advisory board with development of the statewide resource family parent association.	
E.5.3 Advisory board and association will be operating autonomously from OCS by Year 5.	
<b>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.</b>	
E.6.1 Resource family orientation processes need to be standardized on a consistent and statewide level.	
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.
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.
<b>E.7.0 Supports for adoption and guardianship.</b>	
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.

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.
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.
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.
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.
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.
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 with this item.
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 2010.
<b>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.</b>	
E.8.1 Train OCS management in Emergency Response Plan (ERP)/Continuity of Operations Plan (COOP).	

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.
E.8.3 Modify OCS state 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.	
<b>Strategy F: Enhance Service Availability and Delivery</b>	
<b>Goal: Enhance the quality and accessibility of services for families and children throughout the state.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>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.</b>	
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.
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.
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.
<b>F.2.0 Increase the use of the protective factors framework in preventing of child abuse and neglect.</b>	
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

	<p>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:</p> <p><i>Because of my family's involvement in this program:</i></p> <p>78% reported-“ I have more ways to respond to my child's needs and behaviors.”</p> <p>80% reported-“ I know more people I can rely on when I have a problem or concern.”</p> <p>58% reported- “I know who to contact in the community when I need help.”</p>
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.
F.2.3 Provide community training on protective factors.	2010 APSR: In progress. 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.
<p><b>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).</b></p>	
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.)	
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.	
F.3.3 Collaborate with DHSS Division Leaders to coordinate oversight, investigations and site reviews of residential providers	
F.3.4 Access Behavioral Health Individual Service Agreements and BTKH funds to provide enhanced and unique services to children and youth in residential Care.	

## 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.

G.1.4 Implement survey component.

2010 APSR: In progress. The survey component will be implemented October 2010.

### **G.2.0 Fully implement SACWIS components of Fostering Connections**

G.2.1 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.

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.

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.

G.2.4 Implement Fostering Connections modules into ORCA.

2010 APSR: In progress. Implementation is anticipated during 2011.

<b>G.3.0 Residential Care IV-E payments will be fully documented in SACWIS</b>	
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.
<b>G.4.0 ORCA will be fully compliant with AFCARS</b>	
G.4.1 Completion of all AFCARS related Incident Reports	2010 APSR: In progress. Estimated completion is June 2012.
G.4.2 Completion of EIS interface.	2010 APSR: Meetings with EIS representatives to discuss strategies are in progress.
<b>Strategy H: Workforce Stability</b>	
<b>Goal: Retain qualified workers.</b>	
<b>Action Steps</b>	<b>Annual Update (includes date completed)</b>
<b>H. 1.0 Increase worker retention and satisfaction by providing initial and on-going support and development.</b>	
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.
H.1.2 Develop 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.
H.1.3 Complete evaluations timely specifically reviewing and reflecting on worker's job performance, development and satisfaction of the	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

prior year.	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.
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 staff’s 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.
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/CSSIII’s 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.
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.
H.1.7 Evaluate supervisor to staff ratios statewide to determine if reallocation of staff to supervisor is warranted	
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.
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.
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.

The following table represents 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 data review measures.

<b>Quality Assurance Data Measures</b>					
<b>Item</b>	<b>CFSR 2008</b>	<b>Baseline Period</b>	<b>Negotiated Goal</b>	<b>Quarter 2 Achieved</b>	<b>Method of Measurement</b>
<b>S1 - Item 1</b> Timeliness of Initial Assessment	56%	53%	58.5%	65%	Statewide
<b>S2 - Item 3</b> Services to Prevent Entry/Re-entry	51%	45%	51.5%	56%	Innovation Sites
<b>S2 - Item 4</b> Overall Management of Safety & Risk	39%	36%	41.2%	(39%)	Innovation Sites
<b>P1 - Item 7</b> Timeliness /Appropriateness of Permanency Goal	45%	52%	59.6%	(53%)	Innovation Sites
<b>P1 - Item 10</b> APPLA Goal	60%	71%	82.9%	83%	Statewide
<b>WB1 - Item 17</b> Initial and Ongoing Needs Assessment	32%	30%	35%	37%	Innovation Sites
<b>WB1 - Item 18</b> Parent/Child Involvement in Case Plan Development	37%	22%	26.6%	(21%)	Innovation Sites
<b>WB1 - Item 19</b> Worker Visits With Children	26%	18%	21.1%	(18%)	Statewide
<b>WB1 - Item 20</b> Worker Visits With Parents	20%	9%	11.6%	(9%)	Statewide

Note: Baseline Period was from January 2, 2009 through December 31, 2001; Quarter 2 was from March 1, 2010 through May 31, 2010.

The chart below illustrates the goals for safety and permanency federal measures established during the development of the Program Improvement Plan. Permanency related outcomes are based on the most recent AFCARS files. Safety related outcomes are based on the most recent NCANDS submission.

<b>AFCARS and NCANDS Data Measures</b>				
<b>Data Measures</b>	<b>FFY06b07a (CFSR Self Assessment)<sup>2</sup></b>	<b>FFY2008AB<sup>3</sup></b>	<b>FFY2009AB<sup>4</sup></b>	<b>Estimated Goal for FFY12</b>
Absence of Maltreatment Recurrence	90.7	90.9	90.5	91.4
Absence of Child Abuse and/or Neglect in Foster Care	99.57	99.58	99.02	99.67
Permanency Composite 1: Timeliness and Permanency of Reunification	122.4	99.5	102.4	102.4
Permanency Composite 2: Timeliness of Adoptions	81.1	111.7	102.0	composite goal met, however, strategies in PIP to address concerns
Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time	125.4	103	107.6	105.9
Permanency Composite 4: Placement Stability	73.1	82.6	86.2	85.1

OCS is currently in the process of evaluating the data to ensure the regional/field plans of response are designed to improve outcomes. These plans of response will be submitted to ACF Region X as part of the PIP requirements during the upcoming year. In addition, work continues with the PIP action items that are designed to better achieve the above stated goals.

<sup>2</sup> FFY06b = 4.1.06 - 9.30.06; FFY07a = 10.1.06 - 3.31.07

<sup>3</sup> Measures based on Data Profile, August 18, 2009

<sup>4</sup> Measures based on Data Profile, June 14, 2010

## ■ Section 3: Title IV-B Subparts I and II

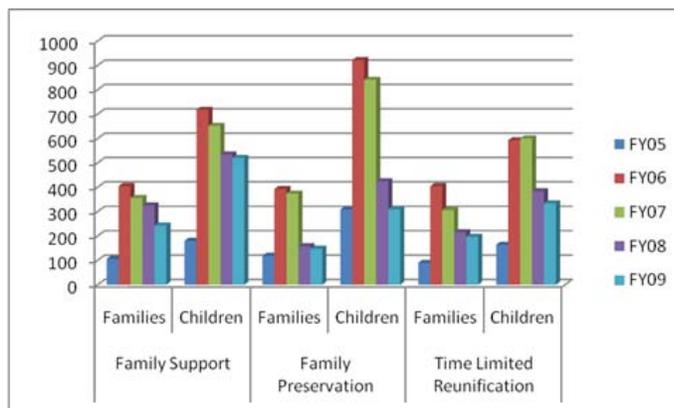
### *In-Home Family Services Continuum*

In 2010, the Office of Children’s Services used the Title IV-B Subparts I and II funds to support the following programs:

- Family Support Services
- Family Preservation Services
- Time Limited Family Reunification Services
- Adoption Support Services

These programs operated within the same criteria as outlined in the 2010-2014 Alaska Child and Family Services Plan.

During the year, OCS has been analyzing the overall program, conducting grantee surveys and soliciting agenda items from grantees during quarterly teleconferences to allow for feedback and input into the quality of the overall programs. Results of the survey revealed an inability of most providers to engage parents and recipients of services in the design, delivery and evaluation of services. Lack of parent input makes it more difficult to gauge whether services are truly responsive to the needs of families in the communities served by OCS funding.



Providers expressed concern that the level of funding is inadequate to address the growing needs of families in the communities with existing programs. The illustration to the left shows a gradual decline in the number of children and families served by the In-Home Family Services Program during the FY05-FY09 funding cycle. With a slight increase in funding and larger awards to grantees, OCS hopes to reverse the downward trend and increase capacity to serve families in

these programs.

### *Integrating the OCS Practice Model in Grantee Service Delivery*

In 2010, the Program Coordinator worked to educate grantees and community partners about the newly-articulated OCS Practice Model and its implications to the services delivered within the In-Home Family Services Programs. The OCS Practice Model provided clarity to both OCS and grantees regarding services and identifying families who would be appropriate for each service along the continuum. Over the next year, this will continue, as the information needs to be reinforced and ongoing training is necessary to support new providers. By doing so, OCS hopes to provide a better definition of In-Home Family Services in Alaska and the function of each individual program along the service continuum within the OCS Practice Model.

The Family Support Program is part of the front end of the OCS service continuum. As an agency, OCS has realized that they need to be more deliberate in including these services as an option for families referred to OCS due to concerns within the family. Currently, referrals from OCS to grantees are inconsistent.

When a report of harm is screened out, letters are sent to reporters notifying them of the action taken on behalf of their report. At this time, these letters do not contain information about the Family Support Services available in their area. OCS plans to put that mechanism in place so that information regarding programs is provided. A function can be built into the Online Resources for Children in Alaska (ORCA) system to document families referred to Family Support Services and other OCS funded grant programs. This will help to track what types of services families are offered, which will help with the evaluation process also being integrated into the ORCA system.

The Family Preservation Program is nestled in the middle of the OCS service continuum. OCS is in the process of building capacity in-house to identify families who need interventions but can maintain children safely at home. Currently, referrals from OCS to grantees are inconsistent. Once an in-home OCS case is identified, the worker must be familiar with the services available to assist with monitoring and ensuring safety in the home.

In 2011, a set of service criteria will be identified in order for families to qualify to receive Family Preservation Services. A one-page sheet outlining criteria that must be present within a family in order to trigger a referral to Family Preservation will then be developed. These service criteria will build on the target population that is outlined in the above funding criteria. The Program Coordinator will be working with the Children's Services Managers (CSM)s, staff managers and In-home Family Services Program grantees to analyze the existing population being served and determine who is being underserved by these programs.

The Time Limited Family Reunification (TLFR) Program is positioned at the back end of the OCS service continuum. Right now, referrals from OCS to grantees occur later in a case, with children often times in care for a long period before a referral is made for reunification support. Families receive a regimented visitation schedule, which is often times, the same for all families and does not account for the intensity of family contact in order to ensure support to parents to increase their protective capacities and parental abilities.

In 2011, OCS and community partners will be working to strengthen the Family Contact standards within the OCS service continuum. This should increase utilization and ensure families are receiving appropriate services in a timely manner. Currently, the implementation of new Family Contact policies and protocols and use of documentation tools is taking place. Efforts are targeted both internally within OCS and with TLFR and Child and Family Visitation Center (CFVC) grantees. Current 2010 grantees of both programs are active participants in the implementation efforts statewide.

Training was hosted in communities throughout the state in FY10 in hopes that the new contact policy would be implemented with support from leadership and community partners. A look at current practice makes it clear that further training is needed. The team will be developing other strategies to support the implementation efforts in FY11, including developing regional family contact implementation teams statewide and expanding the number of community partners involved in the implementation effort.

By having a better understanding of the population currently being served, OCS can improve the existing services available to families. In cooperation with local OCS staff and supervisors, these IV-B funded programs will develop tools to guide decision-making about referrals to each grant program and translate the assessment process to inform all case participants of the strengths and needs of families served. Delivery of services will then truly meet the needs of families and promote safe children, strong families.

### ***Reporting Schedule and Common Data Elements***

The reporting schedule for grantees is quarterly throughout the State Fiscal Year (July 1-June 30). In 2010, new reporting tools were developed for Family Support, Family Preservation, Time Limited Family Reunification, and Child and Family Visitation Center programs. These reports capture demographic information about families served and the types of services provided to each individual family member. The information is being put into an excel database, separated by grantee, then compiled as a collective group of service providers. Once the information is compiled and checked for accuracy, it will be cross-referenced with the following ORCA data elements.

1. Additional Protective Services Reports (PSR)
  - a. Screened in previous 6 months/Screened in previous 12 months
  - b. Screened out previous 6 months/Screened out previous 12 months
2. PSR Substantiations
  - a. Previous 6 months/12 months/24 months
3. PSR Unsubstantiations
  - a. Previous 6 months/12 months/24 months

This information will inform whether services provided led to a reduction or increase in the recurrence of maltreatment.

The following information outlines specific accomplishments and progress in 2010 and outlines plans in 2011 related to each program:

### ***Family Support Services 2010 Accomplishments/Progress and Plans in 2011***

#### ***Grant Awards in FY10***

Grant awards in FY10 were approved with the criteria outlined in the 2010-2014 CFSP. There were six awards in SFY10 using this criteria. As OCS shifted the existing funding formula to support larger grant awards and reviewed applicants who were previous Family Support grantees for service models that were consistent with the federal priorities and OCS' overall goals for services, the number of Family Support grants was reduced from 10 awards in SFY09 to six awards in SFY10.

Grants were funded in the communities of Palmer/Wasilla; Juneau; Fairbanks; Kenai; Bethel; and Anchorage. While this is a decrease in the number of awards statewide, it reflects an expansion of many programs that were successfully providing appropriate services and a reduction of previously funded programs that were out of compliance with the intent of these funds.

***New Innovations in Evidence Based Programming***

Through the 2010 Family Support funding, one grantee in Bethel, Alaska began working to document the development and implementation of the Healthy Families the Yup'ik Way curriculum. Orutsararmiut Native Council has been documenting and reporting on the effectiveness of their curriculum, which is directly relevant and culturally-specific to the population being served. In 2011, OCS will continue to help evaluate the effectiveness of this curriculum and promote the program as a 'promising practice.' If successful, OCS will work with ONC to replicate the methodology for evaluation and work with other grantees who may want to develop their own local grassroots programs.

***Ongoing Program Evaluation***

During the past year, great effort was put into developing and implementing an evaluation strategy for the Family Support Program. In 2009, OCS established a set of outcomes which are outlined in the criteria for the program. The following outputs were implemented in the reporting requirements and gathered in 2010 to show progress toward those outcomes:

<b>OUTPUTS</b>	
<p><b>Direct:</b></p> <ol style="list-style-type: none"> <li>1. # of children served</li> <li>2. # of children served with a disability</li> <li>3. # of parents served</li> <li>4. # of parents served with a disability</li> <li>5. # of families served</li> <li>6. # of direct service hours</li> <li>7. # of transports</li> <li>8. # of home visits</li> <li>9. # of school-based visits</li> <li>10. % of baseline achieved for direct service hours</li> <li>11. % of families served showing improvement in family functioning</li> </ol>	<p><b>Indirect:</b></p> <ol style="list-style-type: none"> <li>1. A statewide network of public/private prevention and family support programs</li> <li>2. # of individuals exposed to public awareness or public education activities</li> <li>3. # of funded programs completing a self-assessment and/or peer review</li> <li>4. # of on-site evaluation/QA review conducted by OCS</li> </ol>

These outputs will be updated to include the 'total number of individuals who received or were exposed to public awareness or public education activities,' as this information was not captured from grantees in previous funding cycles. These reporting outputs incorporate reporting needs for the Community Based Child Abuse Prevention (CBCAP) funding received by the State, which is incorporated with the IV-B funding for Family Support Services. All evaluation activities related to Family Support Services will encompass the requirements of both funding streams.

### ***Family Support Elements***

In addition to the common data elements, the ORCA system will generate the following information about those families served:

- # of substantiations leading to open in-home case
- # of substantiations leading to removal of the child(ren)

These reports will be processed at the closing of FY10, and twice yearly in 2011 to provide information related to the effectiveness of the service model and the success of grantees working within this grant program. Currently, OCS is preparing the 2010 service information to run the initial report. Additional data elements may be added in future years.

Using this reporting as a foundation, in 2011 the Program Coordinator will be working with the Program Officers for the Service Array, Early Intervention, and the Resource Family Sections to formulate a strategy to build family profiles (both parents and children). The profile will include indicators of what services are received from funded providers, along with achieved outcomes in relation to entry (or re-entry) into the OCS system. Some of this strategy will be built on the strategies currently outlined in the Family Support service model.

Additionally, a logic model was drafted in SFY09 for the statewide Family Support Services Program and will be reviewed with current funded programs and community stakeholders. The Logic Model will represent the Statewide Family Support Program and provide guidance to OCS and grantees during the evaluation of the program.

### ***New Solicitations for FY11***

The Family Support Program was released for solicitation in February 2010 for the State Fiscal Year 2011-2013 funding cycle. The Family Support programs will be solicited using the same core services as the previous 2010 funding year. In the 2010 request for proposals, the requirements of the project logic model and the utilization of evidence-based programming and curricula was also integrated into the minimum responsiveness and scoring criteria of the program. Those components remain intact, with an expansion of the evidence-based requirement to allow for local, grassroots curricula development and utilization in the rural areas of Alaska.

The FY11 fiscal year begins July 1, 2010. Currently, OCS is in the process of determining the final awards for the upcoming year. It is estimated that the same or fewer awards will be made in FY11.

## ***Family Preservation Services 2010 Accomplishments/Progress and Plans in 2011***

### ***Grant Awards in FY10***

Grant awards in FY10 were approved with the criteria outlined in the 2010-2014 CFSP. There were nine awards in SFY10 using this criteria. As OCS shifted funding to support larger grant awards and reviewed applicants who were previous Family Preservation grantees for service models that were consistent with the federal priorities and OCS' overall

goals for services, the number of Family Preservation grants was reduced from 12 awards in SFY09 to nine awards in SFY10.

Grants were funded in the communities of Palmer/Wasilla; Juneau; Fairbanks; Kenai; Bethel; Ketchikan; Nome; and Anchorage. While this is a decrease in the number of awards statewide, it reflects an expansion of many programs that were successfully providing appropriate services and a reduction of previously funded programs that were out of compliance with the intent of these funds.

### ***Ongoing Program Evaluation***

During the development of reporting requirements for FY10, OCS identified chronic poverty, homelessness, limited financial resources, substance abuse, domestic violence and child developmental delays as challenges families face as they enter the OCS system. To ensure that grantees are addressing these issues in their service delivery, the reporting tools for Family Preservation require that the grantees report when they have offered services related to all of these issues. This promotes better information gathering by our grantees and more comprehensive service planning as more needs are clearly identified.

### ***Family Preservation Elements***

In addition to the common data elements, the ORCA system will generate the following information about those families served:

- # of children served that were removed during/following services
- Average length of the OCS in-home case

These reports will be processed at the closing of FY10, and twice yearly in 2011. Reports will inform OCS about the effectiveness of the Family Preservation service model and the success of grantees working within the grant program. Currently, OCS is preparing the 2010 service information to run the initial report. Additional data elements will be added in future years.

### ***New Solicitations for FY11***

The Family Preservation Program was released for solicitation in February 2010 for the State Fiscal Year 2011-2013 funding cycle. The Family Preservation programs will be solicited using the same core services as the previous 2010 funding year. In the 2010 RFP, the requirements of a project logic model and the utilization of evidence-based programming and curricula was also integrated into the minimum responsiveness and scoring criteria of the program. Those components remain intact, with an expansion of the evidence-based requirement to allow for local, grassroots curricula development and utilization in the rural areas of Alaska.

The FY11 fiscal year begins July 1, 2010. Currently, OCS has not determined the final awards for the upcoming year. It is estimated that the same or fewer awards will be made in FY11.

## ***Time Limited Family Reunification Services 2010 Accomplishments/ Progress and Plans in 2011***

### ***Grant Awards in FY10***

Grant awards in FY10 were approved with the criteria outlined in the 2010-2014 CFSP. There were seven awards in FY10 for the Time Limited Family Reunification (TLFR) Program and one award for the Child and Family Visitation Center, which provides the same services under a different grant program supported by IV-B.

As OCS shifted funding to support larger grant awards and narrowed the scope of the service model to Family Contact (supervised visitation) and transportation services, there was a reduction in the number of awards from the FY09 funding year. The number of TLFR grantees was reduced from nine TLFR awards in SFY09 to seven awards in SFY10. OCS was able to maintain the one Child and Family Visitation Center (CFVC) grantee in FY10 with a small reduction to their budget due to the reduction of IV-B funding received by the State.

Grants were funded in the communities of Palmer/Wasilla; Juneau; Fairbanks; Kenai; Ketchikan; Nome; and Anchorage. While this is a decrease in the number of awards statewide, it reflects an expansion of many programs that were successfully providing appropriate services and a reduction of previously funded programs that were out of compliance with the intent of these funds.

### ***Ongoing Program Evaluation***

To ensure that grantees are addressing these issues in their service delivery, the reporting tools for TLFR services require grantees to report on the types of services offered to families receiving services. This encourages better information gathering by our grantees and more comprehensive service planning as more needs are clearly identified. Grantees are required to report on a quarterly basis. The information is being put into an excel database, separated by grantee, then compiled as a collective group of service providers. Once the information is compiled and checked for accuracy, it will be cross-referenced with information in the ORCA system.

### ***Time Limited Family Reunification/Family Visitation Center Elements***

In addition to the common data elements, the ORCA system will generate the following information about those families served by the TLFR and Visitation programs:

- # of reunifications
- # of re-entries post-reunification within 6 months/12 months of reunification
- # of termination of parental rights
- # of adoptions
- Median length of stay in care

These reports will be processed at the closing of FY10, and twice yearly in 2011. Reports will inform OCS about the effectiveness of the Family Preservation service model and the success of grantees working within the grant program. Currently, OCS is preparing the 2010 service information to run the initial report. Additional data elements may be added in future years.

In 2011 the Program Officers for the Service Array, Early Intervention, and Resource Family Sections will work together to begin building profiles about the families (both parents and children) being served. This work will enable OCS to better determine the strategies and services that will ensure successful outcomes in relation to supporting reunification during out-of-home placements, placement disruption or re-entry into the OCS system. As issues that contribute to child removal, and resources families need in order to ensure safety are identified, services can then be steered in a more responsive direction.

### ***New Solicitations for FY11***

The TLFR and Family Contact Services Center programs were released for solicitation in February 2010 for the State Fiscal Year 2011-2013 funding cycle. The programs will be solicited using the same core services as the previous 2010 funding year. In the previous RFP, the requirement of a project logic model was also integrated into the minimum responsiveness and scoring criteria of the program.

The FY11 fiscal year begins July 1, 2010. Currently, OCS has not determined the final awards for the upcoming year. It is estimated that the same or fewer awards will be made in FY11.

### ***Adoption Promotion and Support Services 2010 Accomplishments/Progress and Plans in 2011***

The Office of Children's Services provides "Services for Adoption Support" through a grant with the Alaska Center for Resource Families. This grant was established to provide a seamless continuation of on-going support for the adoptive and guardianship families in pre- and post-adoption. Support services are crucial to ensuring continued success for families that have adopted. The services provided include family preparation services, information and referral services, crisis intervention services, and case management services.

The population served includes all families who have adopted children through public and private adoptions. Services are available throughout the State of Alaska through face to face, self-study courses, or telephonic services. During the past year services were provided to the following through the grantee from July 1, 2009 through March 31, 2010:

- 33 face to face classes,
- 106 self study courses, and
- 45 telephonic classes.
- 

Family specific support services were also provided to adoptive and guardianship families as follows:

- recruitment services to 3 families,
- retention services to 54 families,
- case management to 85 families,
- information and referral to 236 families,
- resource referrals to 11 families, and
- other support services to 113 families.

The grant services for adoption support will continue through FY 2011. The grantee will be encouraged to provide additional education to resource families regarding the support they can provide pre- and post-adoption. Steps will be taken to assist the grantee in clearly articulating the case management and crisis intervention services being provided, as well as to build upon those services.

### ***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.

The year 2010 marked a busy year for existing collaborations, with projects moving forward and many successes in building strong partnerships. There were also new partnerships formed in 2010 that will be beneficial and supportive of OCS goals for these services in the upcoming years. The following information highlights accomplishments and progress in 2010 with our partners and includes anticipated efforts in 2011 in relation to in-home family services.

#### ***Bring the Kids Home***

In 2010, OCS worked with the Division of Behavioral Health to secure funding to expand Family Preservation Services to serve families experiencing multiple pathologies in which one or more child(ren) has an emotional disorder or a substance abuse disorder, or families in which one or more of their parents has a chronic mental illness, a substance abuse disorder or a developmental disability and their child(ren) are at risk of developing a chronic disorder. This funding was approved by the Alaska Mental Health Trust and the State Legislature in the amount of \$450,000 and will be available in 2011.

In the upcoming year, OCS will be working closely with DBH and other OCS Program Coordinators to review the current Family Preservation Program service model and modify, if necessary, the services to best meet the population to be served by the program. An RFP will be developed to solicit providers to deliver the services. Funding will be available statewide.

#### ***Public Health Nursing***

In 2010, the Public Health Nursing Program was involved in the review process for the Family Support Program and gave input to recommendations for funding the FY10 Family Support Programs. Unfortunately, the staff involved left her position and will not be a resource during the FY11 granting process. The Program Coordinator will be working to ensure that input continues by identifying alternative participants from the Public Health Nursing Program.

### ***Early Childhood Comprehensive Systems/Strengthening Families***

The Statewide Prevention Plan moved ahead in 2010, with community cafes hosted in communities across the state to gather input and provide guidance to the overall plan. That work will continue in 2011 under the direction of the Alaska Children's Trust.

Many exciting things happened in 2010 around Strengthening Families and the integration of *protective factors* into the delivery of services both through OCS and OCS funded grant programs. Partners from the IV-B funded programs, United Way of Alaska, the Anchorage School District, the Early Childhood Comprehensive Systems and the Alaska State Legislature attended a Strengthening Families Conference in October, 2009 in Atlanta, GA. As a group, they will continue in 2011 to work together to integrate the *protective factors* framework into services delivered in their local communities, as well as plan for joint training and further opportunities for collaboration in the future.

### ***Infant Learning Program***

Because the Infant Learning (IL) Program has a strong focus on the 0-3 age group in Alaska, in 2010 the Family Support Program integrated that population as a group needing special considerations for services under the Family Support Programs, as well as the IV-B funded Family Preservation and TLFR Programs. As those programs have been redesigned, the Request for Proposals now include the age range of 0-3 as a priority population and the reporting requirements for children served indicates whether a referral has been made to the IL program for screening and services through the IL program. This provides for a direct link between these services and ensures that even the youngest family members are considered during service provision.

The Program Coordinator for the IL program served as a Proposal Evaluation Committee (PEC) member for the FY11 TLFR, providing input to the funding recommendations for the FY11-FY13 funding cycle.

### ***National Family Preservation Network***

In 2010, OCS continued their collaboration with the National Family Preservation Network (NFPN) to implement the updated North Carolina Family Assessment Scale (NCFAS) within the grantee population statewide. A technical assistance contract was awarded by the State of Alaska to NFPN to provide training and technical assistance to NCFAS users. NFPN will also compile assessments into a single database and develop reports to be provided to OCS. All NCFAS data from FY10 will be compiled and analyzed by NFPN, informing Alaska about the quality of services provided by grantees in relation to enhancing *protective capacities* of caregivers.

OCS hopes to award a new contract in 2011 to continue to provide technical assistance to NCFAS users. NFPN can respond to the RFP once it is released. Also, NFPN and OCS have worked together in the past to secure funding for Alaska to support the NCFAS implementation and will continue to look for resources to support the initiative.

### ***Community Based Child Abuse Prevention (CBCAP)***

The IV-B Program Coordinator is also responsible for the coordination of the Community Based Child Abuse Prevention (CBCAP) funding through the Administration for Children and Families (ACF). In 2010, OCS utilized the technical assistance center, the FRIENDS National Resource Center, to provide training to grantees around the NCFAS, the

Protective Factors Survey and engaging families in services. The technical assistance priorities in 2011 are:

- prevention programs and family support
- promoting protective factors and reducing risk factors
- cultural competence, disproportionality
- research on prevention and child maltreatment
- evidence-based and evidence-informed programs and practices
- home visiting
- program evaluation and data management (logic models)
- program monitoring and continuous quality improvement
- strategic planning
- grant reporting requirements
- North Carolina Family Assessment Scale

These priorities have been relayed to FRIENDS as the priorities for technical assistance for Alaska in 2011. OCS will work with the FRIENDS TA representative to develop a TA schedule for the upcoming year.

The OCS Program Coordinator and the ECCS Program Coordinator will be attending a joint federal grantee meeting in August 2011, which will further reinforce the partnerships already growing in those two programs.

### ***Alaska Youth and Family Network***

In 2010, the Alaska Youth and Family Network was an active participant in the convening of a multi-divisional, multi-agency collaboration that included OCS to look at Peer Navigation and its application within multiple service systems. As a provider of training to parents and the agency that supports the statewide parent advisory board, they are a key player in the development of a Peer Navigation system in Alaska.

In 2011, OCS will be developing a contract to solicit a provider to deliver parent training and education to parents served by the In-Home Family Services grantees. Parents will be offered training to enhance their capacity to participate in the design, delivery and evaluation of the in-home family services programs funded through OCS. Currently, AYFN is doing this work and is involved with OCS in multiple partnerships involving services to families and developing parenting, leadership and advocacy skills in parents. Existing partnerships encourage and support AYFN as a continued partner in this area.

### ***Court Improvement Project***

OCS has been working closely in 2010 with the Court Improvement Project (CIP) Visitation Subcommittee to develop and implement a new family contact/visitation protocol for families with children in out-of-home care. These protocols were developed in 2009 to help OCS workers decide the appropriate level of supervision during family contact/visitation between a parent(s) and child and guide courts in making determinations about family contact/visitation in child welfare cases.

To support this implementation, training, practice guidelines and a series of forms were developed to assist the documentation needed for visitation planning, referrals to

supervision resources, and visit observations. The updated policy was released on July 1, 2009. Training followed through 2010 across the state. Recently, the group reconvened in May 2010 to look at progress being made. It is clear that training and further reinforcement is necessary, as implementation has not taken hold in any area of the state. The Program Coordinator will be working in 2011 as part of a regional implementation team to develop strategies to help further reinforce the implementation of these new protocols

The CIP Visitation Subcommittee and the OCS Program Coordinator will be visiting all Time Limited Family Reunification and the Family Contact Services Center grantees in 2011 to provide hands-on training to the local OCS office and the grantees to encourage further implementation of the protocols.

### ***Coordination with Tribes***

Two major projects involving statewide initiatives with OCS and tribal programs across the state were identified as priorities in 2010. Participation by the Program Coordinator in both projects will provide guidance around in-home family services and best practices in services to families. These projects include:

1. DHSS Grantee Partnership Project – Strategic Planning and Logic Model Development for the Rural Social Services (RSS) and Indian Child Welfare Act (ICWA) Compliance grant programs
2. Tribal/State Collaboration Group (TSCG) Western and Pacific Implementation Center (WPIC) Alaska Child Welfare Disproportionality Reduction Project

In 2011, both projects will be developing strategies for service delivery to combat disproportionality. These strategies include a differential response system option, a service model for in-home services, restructuring how child welfare currently practices and interfaces with community partners to provide services, and common training for OCS, tribes and community partners to integrate the two service continuums. These are both long-term projects that will continue over the next four years.

## ■ 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.*

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.

*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.*

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 (4) 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.

A sample of outcomes for youth who exited care over the previous year was conducted and the results were reviewed by the state to determine progress toward achievement of transitional competencies.

**Report on the specific accomplishment achieved to-date in FY 2010 and planned activities for FY 2011 for each of the following seven purpose areas:**

**1. Help youth transition to self-sufficiency.**

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.

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

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 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.

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

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.

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

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.

**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.**

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.

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

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.

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

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

***Report activities performed in FY 2010 and planned for FY 2011 to coordinate services with other Federal and State programs for youth especially transitional living programs and school-to-work programs offered by high schools or local workforce agencies in accordance with section 477(b) (3) (F) of the Act.***

OCS coordinated services with the Department of Labor and Workforce Development, Wagner Peynser 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.

***Provide information on specific training that was conducted during FY 2010 and planned for FY 2011 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.***

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.

Alaska contracts with Alaska Center for Resource Families to provide training and resources for foster parents statewide. Training material is available online and in person and contains information pertaining to transitional youth competencies.

***If applicable, update the 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.***

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.

***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.***

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.

***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.***

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.

***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.***

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.

***Describe the steps the State has taken and plans to take to prepare to implement NYTD, including efforts to inform, engage, and prepare youth to participate in the outcome survey portion of NYTD. Please describe any technical assistance the State anticipates needing in order to be ready for the first submission of NYTD data by May 15, 2011 for the period October 1, 2010 through March 31, 2011.***

The IL Program Coordinator and OCS data staff have attended all NYTD conferences and participated in teleconferences. Workload impact related to the collection of the survey data has been determined and draft procedures are in place according to the scheduled rollout date of October 2010. Efforts are currently in development to record IL services in the state's SACWIS system, ORCA and are outlined in Section 2 of this report.

***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.***

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.

***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.***

The ETV program continues to be 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.

The following table provides an overview of 2010 Post Secondary Education and Vocational Training Participation.

<b>2010 Post Secondary Education and Vocational Participation</b>		
<b>Number of Youth who are Attending Post-Secondary</b>	<b>Number of Youth who Received ETV Funding</b>	<b>Number of Youth Who Received Presidential Tuition Waivers</b>
<b>33</b>	<b>33</b>	<b>10</b>

***Describe the services to be provided in FY 2011, highlighting any changes or additions in services or program design and how the services will assist in achieving program purposes (45 CFR 1357.16(a)(4)).***

Alaska has formed an Independent Living Workgroup to examine the Independent Living Program to ensure that our internal human resources and available funding assets are efficiently and effectively directed toward the goal of successful transition.

To improve the quality of visits with children, OCS staff, in collaboration with Facing Foster Care Alumni, are developing a feedback/documentation tool to be used during worker/child visits. Training will be provided to workers and use of the tools monitored and their effectiveness evaluated. The IL work plan has been updated in collaboration with Facing Foster Care in Alaska and is included as Appendix C of this report. The 2011 planning session with FFCA is scheduled to take place July 1, 2010. The purpose of the planning session will be to align FFCA and IL program objectives for 2011 and action items for upcoming retreats.

With the passage of Alaska House Bill 126, effective January 1, 2011, youth will be provided an opportunity to reenter foster care after 18 and to extend to age 21. This will provide the opportunity to receive additional services for youth who are attending post secondary intuitions, seeking employment and request more intensive oversight.

Additionally, OCS was appropriated \$100,000 for housing assistance for youth facing the prospect of homelessness, \$200,000 to match volunteer mentors with foster youth and \$160,500 for two additional staff to help effectively extend education, work and life skill guidance to youth coming out of care.

Collaboration efforts will continue with the Department of Labor to ensure youth receive specific services related to employment and career enhancement. Youth residing in rural areas will be invited to attend the annual education conference, where their assigned RILS will be available to provide resources, training, and referrals.

During the next year, OCS will continue to work with key partners, such as the school districts, Department of Labor and Workforce Development, Court System, Office of Public

Advocacy and Facing Foster Care in Alaska to build cross-system collaborations to improve educational, housing, and employment outcomes for youth as they transition out of foster care. Efforts will also continue with Facing Foster Care in Alaska alumni youth and Casey Families to develop workgroups for evaluating and improving IL services across all areas.

*Preparation for Adult Living (PAL)* training will continue to be provided and will include an employment component that provides skill development related to work ethics and job interviewing.

The annual education conference is scheduled to take place in July 2010, at the University of Alaska, Fairbanks campus. Youth from throughout Alaska are scheduled to attend. This conference will provide youth who are nearing graduation an opportunity to experience campus life and hear about both college and vocational programs.

Lastly, OCS is continuing to prepare for the implementation of the National Youth in Transition Data and will be consulting FFCA alumni regarding effective ways of reaching youth for the purpose of surveying the youth.

***Education and Training Vouchers: Identify the number of youth who received ETV awards from July 1, 2008 through June 30, 2009 (the 2008 - 2009 School Year) and July 1, 2009 through June 30, 2010 (the 2009 - 2010 School Year). States may estimate if they do not have the total number for the 2009 - 2010 School Year. If not able to report the number of ETV awarded by school year, States may report the information by Federal fiscal year. Report the number of recipients by the number of youth who were new voucher recipients in each of the school years. Report the number of recipients by the number of youth who were new voucher recipients in each of the school years.***

A total of 36 youth received ETV awards from July 1, 2008 through June 30, 2009<sup>5</sup>. Of these 36 youth, 13 were new voucher recipients.

A total of 33 youth received ETV awards from July 1, 2009 through June 30, 2010<sup>6</sup>. Of these 33 youth, 15 were new voucher recipients.

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<sup>5</sup> Represents the 2008 - 2009 School Year

<sup>6</sup> Represents the 2009 - 2010 School Year

## ■ Section 5: Child Abuse Prevention and Treatment Act State Plan

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

The Office of Children's Services (OCS) continued to use 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.

- 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

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

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.

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

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

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

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

***E. 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.***

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.

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

Reference Appendix D.

## ■ Section 6: Additional Requirements

### ■ Quality Assurance System

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 has been 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.

## Evaluation and Technical Assistance

### *Technical Assistance Requested*

During the past year the Office of Children's Services has sought Technical Assistance (TA) from the following National Resource Centers:

National Resource Center for Child Protective Services. Two requests for TA were submitted and approved. The first request provided OCS management the opportunity to strengthen leadership's expertise surrounding the practice model, their leadership role, and agency expectations. Additional TA was provided in February 2010 with the focusing on creation of a systemic implementation plan for the new practice model and safety intervention system. The first component of the plan is currently being implemented. Further TA will be required to assist in moving the Practice Model throughout the life of the case.

National Resource Center on Permanency and Family Connections. TA was requested and approved in January 2010. NRCPPFC was on-site in May 2010 to assist and support OCS in identifying a list of barriers and current issues in the area of permanency. The three priorities were identified as crucial to permanency: caseworker visits, concurrent planning/post permanency support and family engagement/case planning.

The National Resource Center for Organizational Improvement and the National Resource Center for Child Welfare Data and Technology. TA was requested and approved from both NRCs to facilitate development of a supervisory strategic plan. TA began in October 2009, with subsequent on-site meetings in March, May and June of 2010 to continue the work on the strategic plan. In addition, there have been a number of teleconferences in follow up to the on-site meetings during the past year. The group has been divided into three subgroups: 1) recruitment, training and retention; 2) other supports for supervisors and 3) defining case supervision.

The National Resource for In-Home Services. TA was requested and approved in May of 2010 to assist in evaluation of current in-home services, analysis of current needs for services, identification of data strategies, and policy and staff development. This TA will be provided in conjunction with the Western and Pacific Implementation Center work. The Western and Pacific Implementation Center is currently working in Alaska with the tribes and OCS on tribal/state issues impacted by disproportionality. At this time WPIC will coordinate the work with In-home services so they can ensure coordination of services and progress on this T/TA will be reported out on the scheduled TTACC calls.

The National Resource Center for Substance Abuse and Child Welfare (NRCSACW). TA was requested and approved in May 2010. The primary request for TA is that NRCSACW would provide 2-3 speakers for a track on substance abuse and child welfare at the Alaska Annual School for Addictions conference, sponsored by the Division of Behavioral Health in May of 2011. The concept of a joint endeavor between OCS and the Division of Behavioral Health further solidifies our relationship with an essential partner. Additionally, the Court Improvement Project will be asked to participate in both planning and encouraging judicial and attorney involvement in this conference.

The intended audience for the substance abuse and child welfare track include:

- Substance Abuse grantees and private providers
- Child protection workers
- Guardian Ad Litem
- Court personnel including judges, Public Defenders, Assistant Attorney General

Goals from receiving Technical Assistance include:

- To gain an understanding of successful substance abuse providers and child protection agency partnerships that exist in other parts of the country;
- Develop joint protocols for child protection and substance abuse providers to minimize the likelihood of clients falling through the cracks in Alaska;
- Develop MOUs with interested providers;
- Develop methods to measure whether the MOUs and protocols are effective.

Conference planning will be done by a team from each of the disciplines described above and the NCSACW.

These TA requests support work outlined in Strategies A, B and C of Section 2 in this report. It is anticipated that the above outlined TA will continue during the next year.

In addition, OCS is committed to further the Western and Pacific Implementation Center technical assistance efforts.

### ***Technical Assistance Provided***

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

In addition to onsite activities, technical assistance is regularly provided telephonically to community providers and Tribal Title IV-E partners through individual as well as scheduled program teleconferences. Specialized TA was provided in the areas of budgeting, performance outcomes, staff training, etc. TA is individualized, based on the needs of the program and can be provided monthly, sometimes even weekly, depending on the need.

## **Disaster Plan**

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 staffs.

## **Resource Family Recruitment**

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.

## **■ Monthly Case Worker Visit Data**

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.

Alaska's goals based on the federal reporting requirements for case worker visits for FFY07 through FFY11 are as follows:

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%	To be reported 12/15/10
2011	90.0%	To be reported 12/15/11

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

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.

**■ Adoption Incentive Payments**

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.

## ■ Child Welfare Waiver Demonstration Projects

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.

### *How we address the Components of a Health Care Services Plan:*

The following is the schedule for initial and follow-up health screenings that meet reasonable standards of medical practice:

1. When a child has been taken into custody and is placed out-of-home, the worker will provide the out-of-home care provider with an EPSDT Guidelines and Periodicity Schedule (D-090) at the time of placement.
2. 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.
3. 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.
4. The following policy and procedures apply when a medical provider recommends the administration of psychotropic medication to a child in custody:
  - 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.

***How health needs identified through screenings will be monitored and treated:***

1. The medical provider will give EPSDT 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.
2. The worker follows up on recommendations for treatment and/or further assessment. Follow-up includes arranging for recommended treatment identified by the EPSDT screening whether or not the treatment is covered by Medicaid.
3. 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.

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

1. When a child is placed out-of-home, the most recent information available regarding the child's medical and mental health history is given to the out-of-home care provider.
2. Upon receipt of the EPSDT exam results and recommendations, the assigned worker will enter the results in ORCA and place the hard copy in section 1 of the case file.
3. The assigned worker ensures that at a minimum the following information is entered in ORCA:
  - 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.
4. OCS complies with the HIPAA confidentiality requirements

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

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."

***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:***

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, QA/QI 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.

### ***Implemented Policies***

Over the past year, OCS has implemented the following policies:

- CPS Manual section 6.3.1 has been revised to require that children in custody who are placed out of home receive EPSDT exams on an on-going basis in accordance with the EPSDT periodicity schedule. When an EPSDT exam results in a recommendation for treatment and/or further assessment, the worker is required to follow up on the recommendation by arranging for the treatment and/or assessment.
- The Director has issued a Program Instruction that addresses the requirement for transition plans for youth starting at age 17 and that transition plans must address the importance of having a health care power of attorney or health care proxy and how to execute such a document.

## **■ Training Plan**

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.

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.

## ■ Juvenile Justice Transfers

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

## ■ Intercountry Adoptions

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.

## **Financial Information**

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

- Alaska spent \$0 of FFY2005 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 FFY2005 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:**

- 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.

### **3. FFY2010 Funding – Revised Budget Request**

- 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.

### **4. FFY2011 Budget Request – CFS101.**

- 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**

- 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) 269**

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