

Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategies	Key Concerns	TA Resources Needed
1. Infuse and implement family-centered principles into casework practice that promotes family engagement across all stages of the child welfare delivery system.	<ul style="list-style-type: none"> ▪ Recurrence of abuse and maltreatment is above the national standard. ▪ Timeliness of permanency for both reunification and adoption is below the national standard. ▪ Children, mothers and fathers need to be more involved in risk and safety assessments and case planning which includes self-identification of their strengths and needs, as well as the services needed to maintain their children safely in their home or to promote timely reunification. ▪ Parents, particularly fathers, need to be identified and engaged to help maintain connections to their children, and to reduce delays in permanency. ▪ Extended relative and fictive kin need to be identified as placement or permanency resources and to support family connections when reunification or adoption is not an option. ▪ Need for support for visitation between children and their parents, particularly their fathers. 	NRC for Family Center Practice
2. Continue collaboration with the Office of Court Administration to enhance and promote local district and court collaborations aimed at improving timely permanency and improved well-being for children in foster care.	<ul style="list-style-type: none"> ▪ Permanency goals are not established in a timely manner and in some cases the goal is not appropriate. ▪ Delays in timely permanency are due, in part, to ineffective Family Court and local district collaborations. ▪ Timeliness of permanency for both reunification and adoption is below the national standard. ▪ Lack of timely, meaningful and efficient case conferences, periodic reviews and permanency hearings. ▪ Need improved compliance with Title IV-E requirements with regard to seeking termination of parental rights (TPR) or listing of compelling reason for not filing a TPR. ▪ Filing of TPRs are not done in a timely manner. ▪ Foster/Adoptive parents are not being provided notice to be heard and attend hearings and reviews. ▪ Review of services to child, parents, and foster parents to foster permanency are needed. 	NRC for Organization Improvement NRC on Legal and Judicial Issues National Council of Juvenile and Family Court Judges National Center for Substance Abuse and Child Welfare
3. Expand trauma informed practice in congregate care	<ul style="list-style-type: none"> ▪ The rate of abuse of neglect of children in congregate is above the national standard. 	
4. Improve Service Array	<ul style="list-style-type: none"> ▪ Need for improved access and availability of services, particularly mental and behavior health services. 	
5. Redesign Statewide Information System	<ul style="list-style-type: none"> ▪ Need for reliable and current data in CONNECTIONS system. 	
6. Expand recruitment of foster and	<ul style="list-style-type: none"> ▪ Targeted recruitment efforts are needed for homes to serve adolescents, and large sibling groups 	

adoptive parents and clarify foster care standards for consistent implementation statewide	<ul style="list-style-type: none"> Licensing standards are not being applied consistently across New York State. 	
7. Enhance training of local and voluntary agency staff to address the skills and knowledge needed to carry out their duties	<ul style="list-style-type: none"> Local district and voluntary agency staff need ongoing training to address the skills and knowledge they need to carry out their duties Voluntary agency staff participating in Improved Outcomes for Children (IOC) need initial and ongoing training to meet the duties they are expected to perform. 	

IV. PIP Matrix

Primary Strategy: 1. Infuse and implement family-centered principles into casework practice that promotes family engagement across all stages of the child welfare delivery system.			Applicable CFSR Outcomes or Systemic Factors: Safety Outcome 1 and 2; Permanency Outcome 2 Child Well-being Outcome 1, 2, and 3;		
Goal: Increase the engagement of families in the assessments of needs and strengths, safety and risk assessments, case planning and positive outcomes.			Applicable CFSR Items: 2, 3, 6, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 25		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
1. Obtain commitment from the 13 districts (Albany, Broome, Dutchess, Erie, Monroe, Nassau, Onondaga, Oneida, Orange, Schenectady, Suffolk, Westchester, and NYS-ACS) with the highest foster care population to adopt and implement a Family Engagement initiative.	Laura Velez Renee Hallock Claire Strohmeyer RO Directors	13 districts will have adopted and implemented at least one Family Engagement initiative as noted in their local PIPs.	Q1		
Benchmarks 1.1(a) Letter sent to 13 districts identifying Family Engagement as NYS key practice and to have each district adopt it as a key strategy in their	Laura Velez Renee Hallock	Letter sent to the 13 districts.	Q1		

PIP(submitted in a logic model format).					
1.1(b) Develop and distribute CFSR data relative to safety, permanency and well-being. Districts are required to complete a local self-assessment based on data and local stakeholder input that identifies any need for improvement in family engagement.	Claire Strohmeier Renee Hallock	Distribution of data packets to the 13 districts Receipt of local district self-assessments from 13 districts.	Q1		
1.1(c) Provide T/A to districts related to the understanding and use of CFSR data.	Claire Strohmeier RO Staff	Meetings with local districts regionally and individually to assist in data analysis.	Bi-annually		
1.1(d) Development and distribution of four sample family engagement logic model templates that assist districts in identify their needs and connect them to the strategy that best facilitates practice change.	Claire Strohmeier RO Directors	Sample family engagement logic models distributed to 13 districts.	Q1		
1.1(e) Provide T/A to districts related to the understanding and use of logic models. The needs in the area of family engagement differ by districts, therefore regional and home office support will be tailored to assist each district in selecting strategies based on their identified needs.	RO Directors Claire Strohmeier	List of dates and location of meetings with the 13 local districts. PIPs from 13 districts (submitted in logic model format) received.	Q1		
1.2 OCFS will provide or coordinate training and technical assistance to the 13 districts in implementing family engagement strategies.	RO Directors	Number of districts receiving TA, types of training, and the number of staff trained.	Q4		
Benchmarks 1.2(a) Review local district PIPs to identify the training and technical assistance necessary to be responsive to	RO Directors Claire Strohmeier John Clinton	Compilation of the training and technical assistance needs of the 13 local districts.	Quarterly		

the strengths, needs, and strategies of each of the 13 districts implementing Family Engagement.					
1.2(b) Develop and distribute electronic versions of Family Engagement Toolkits to districts and agencies.	Linda Kurtz Dave McGann	Family Meetings -May 2010 Locating and Engaging Fathers -June 2010 Coaching Family Visiting -September 2010 Concurrent Planning -December 2010	Q2 –Q4		
1.2(c) Family Engagement Specialists will provide training and coaching as needed.	RO staff	Number of districts who received training and coaching from FE specialists and the number of staff.	Quarterly		
1.2(d) CPS staff in the counties participating in FAR initiative will receive training in culturally competent family engagement from AHA.	Sheila Poole Jamie Greenberg Gail Haulenbeek	During Round 1 and 2, five (Erie, Monroe, Onondaga, Orange and Westchester) of the 13 districts received the AHA training. FAR Round 3 is scheduled to start in 2010, which will include one additional district (out of the 13) to receive AHA training during 2010. Specialty trainings will be offered to Round 1 and 2 districts throughout 2010.	Quarterly as needed		
1.3 Expansion of Family Assessment Response -FAR will have been implemented in ten districts/tribes, (Chautauqua, Chemung, Columbia, Erie, Essex, Onondaga, Orange, St. Regis Mohawk Tribe, Tompkins, and Westchester) by the end of December 2009. Within the first quarter of 2010, four additional counties (Allegany, Cattaraugus, Monroe and Washington) from Round 2 will begin implementing FAR. Of the 14 districts/tribes, five (Erie, Onondaga, Monroe, Orange and	Sheila Poole Jamie Greenberg RO Staff	Six of the 13 districts will have implemented Family Assessment Response	Q4		

Westchester) are part of the 13 districts. OCFS will look to add up to five new districts during 2010.					
Benchmarks 1.3(a) Applications for Round 3 received and approval letters provided back to the districts.	Sheila Poole Jamie Greenberg RO Staff	Approval letters sent to districts April 2010	Q2		
1.3(b) Planning calls held with Round 3 districts.	Sheila Poole Jamie Greenberg RO Staff	Dates of calls held and a list of issues related to implementation discussed	Quarterly		
1.3(c) District specific training provided by AHA.	Sheila Poole Jamie Greenberg RO Staff AHA	Types of training provided	Quarterly		
1.3(d) FAR evaluation completed.	Sheila Poole Jamie Greenberg Sue Mitchell- Herzfeld Joanne Ruppel	Draft report and recommendations for sustainability of FAR	Q8		
1.4 Monitor the 13 district's progress in implementation of family engagement strategies.	Renee Hallock Claire Strohmyer Sue Mitchell- Herzfeld RO Directors	13 districts to report on quarterly basis on achieving their progress on implementing Family Engagement	Q8		
Benchmarks 1.4(a) Develop and distribute quarterly reporting forms for districts to indicate the action steps they took during the quarter with respect to their Family Engagement activities.	Renee Hallock Claire Strohmyer Sue Mitchell- Herzfeld RO Directors	Report developed	Q1		
1.4(b) Review, analyze and provide feedback to each of the districts on their quarterly reporting forms.	Renee Hallock Claire Strohmyer Sue Mitchell- Herzfeld	Discussions with districts on quarterly progress. Summary of challenges and successes to implementing family engagement strategy provided.	Q2 through Q8		

	RO Directors				
1.4(c) Develop and administer online surveys of front line staff and supervisors to determine changes in knowledge, attitudes, skills and motivation around Family Engagement.	Renee Hallock Claire Strohmeyer Sue Mitchell- Herzfeld	Development of survey Administer baseline – number of cases where family engagement is evident Re-administer follow-up survey	Q1 Q2 Q7		
1.4(d) Complete analysis of data and write report.	Renee Hallock Claire Strohmeyer Sue Mitchell- Herzfeld	Report of findings	Q8		

Primary Strategy: 2. Continue collaboration with the Office of Court Administration to enhance and promote local district and court collaborations aimed at improving timely permanency and improved well-being for children in foster care.			Applicable CFSR Outcomes or Systemic Factors: Permanency Outcome 1; Case Review System		
Goal: Improve timeliness of adoptions and permanency for children in out-of-home placements.			Applicable CFSR Items: 7, 8, 9, 26, 27, 28, 29		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
2.1 Enhance and/or implement a court and local district (LDSS) collaborative in each of the 13 districts, aimed at improving the timeliness of adjudications and dispositions for both abuse and neglect and TPR petitions.	Linda Brown Betsy Stevens Frank Woods	Court and LDSS collaborations established in the 13 districts	Q3		
Benchmarks 2.1(a) Form a statewide OCFS/OCA workgroup to oversee the enhancement and implementation of local court and district collaborations	Linda Brown Betsy Stevens Frank Woods	Workgroup formed and meetings held to oversee enhancement and implementation of court and district collaborations.	Quarterly		
2.1(b) Disseminate resource materials to local courts and districts that supports local collaborations	Linda Brown Betsy Stevens Frank Woods	Copy of materials sent to all 13 districts	Q1		
2.1(c) Share and provide technical assistance to the 13 Family Courts, relative to the Child Welfare Court Improvement Project Data Measures	Claire Strohmeyer Frank Woods	Data shared and technical assistance provided as needed. (List of technical assistance topics).	Q2		
2.1(d) Support statewide “kickoff” conference on court and district collaborations. Topics will include role of courts and districts in improving outcomes related to child permanency and well-being.	Linda Brown Betsy Stevens Frank Woods	Statewide conference held with up to 13 districts (share topics)	Q2		
2.1(e) Provide technical assistance to up	Regional Offices	Meeting with districts and courts held and	Quarterly		

to 13 local court and district collaborations	CIP staff	topics indentified			
2.1(f) Provide training to up to 13 local court and district collaborations on child welfare related topics	Linda Brown Betsy Stevens Frank Woods	Trainings provided to local district staff, family court judges, lawyers, non-judicial staff, and other stakeholders (list topics)	Quarterly		
2.2 Monitor the implementation of the local court and district collaborations	Linda Brown Betsy Stevens Frank Woods	Quarterly reports received on progress of local court and district collaborations	Q3-Q8		
Benchmarks 2.2(a) Development and dissemination of local court and district collaborative reporting template to measure progress of courts/districts on improving permanency	Linda Brown Betsy Stevens Frank Woods	Template completed and shared with local court and district collaborations	Q2		
2.3. Pilot the integration of the NYS Office of Alcohol and Substance Abuse Services and local treatment providers into the local court and district collaboration process to support integrated planning in all cases involving the misuse of alcohol or drugs.	Linda Brown Betsy Stevens Christine Kiesel RO Staff	OASAS and local providers are part of the collaborative in three districts	Q4		
Benchmarks 2.3(a) Three districts will be selected based on the following criteria (1) county readiness; (2) court and other collaborations currently taking place in the county; (3) availability of drug and alcohol services within the county	Linda Brown Betsy Stevens Christine Kiesel RO Staff	Counties selected and notified of their participation in the pilot	Q2		
2.3(b) Develop and pilot in three districts protocols for handling cases that intersect the family court, child welfare and	Linda Brown Betsy Stevens Christine Kiesel	Protocols developed and piloted in three districts	Q3		

substance abuse treatment systems.	RO Staff				
2.3(c) Provide cross training to all three systems (child welfare, family court and treatment provider).	Linda Brown Betsy Stevens Christine Kiesel RO Staff	Training provided in three districts	Q3		

Primary Strategy: 3. Expand trauma informed practice in congregate care.			Applicable CFSR Outcomes or Systemic Factors: Safety Outcome 2		
Goal: Reduce the occurrence of abuse and maltreatment in foster care			Applicable CFSR Items: 4		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1 Five additional agencies will complete training on the Sanctuary Model (Ten agencies have already completed training and are moving towards certification in the Sanctuary model).	Shelley Murphy	Five additional voluntary agencies will have completed training	Q8		
Benchmarks 3.1(a) Agencies complete self-readiness assessments and forward to OCFS for review and selection	Shelley Murphy RO Staff	Five agencies selected and notified based on their readiness assessment and recommendations by Regional Offices	Q1		
3.1(b) Training provided by Andrus Sanctuary Leadership Development Institute to each of the agency's Leadership teams	Shelley Murphy	Dates of trainings completed	Q2		
3.1(c) TA provided by Andrus	Shelley Murphy	Number of TA days provided and TA topics	Q2-Q8		
3.1(d) Participation in consortium conference calls	Shelley Murphy	Topics discussed on calls	Q2-Q8		
3.2 Evaluation of the implementation and outcomes of the Sanctuary Model in the five round two agencies (Parsons, Baker Victory Svs, House of Good Shepherd, Green Chimney, and Children's Home of Poughkeepsie).	Shelley Murphy Sue Mitchell-Herzfeld	Baseline of round 2 agencies provided Draft follow-up evaluation report completed	Q1 Q8		
Benchmarks 3.2(a) Data comparing the number of IAB reports and restraints will be tracked prior to the implementation of the Sanctuary Model and post implementation	Shelley Murphy	Data reflected of IAB reports and restraints prior to training provided for 2009 Quarterly data reflected of IAB reports and restraints provided quarterly	Q1 Q2-Q8		

Primary Strategy: 4. Improve Service Array			Applicable CFSR Outcomes or Systemic Factors: Service Array		
Goal: Children have access to an array of services, especially mental health.			Applicable CFSR Items: 23, 35 and 36		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
4.1 Expand B2H services into the Buffalo and Long Island regions, bringing B2H statewide (currently in RRO, SRO, ARO, SVRO and NYCRO).	Mimi Weber	All counties will have allotted slots for qualified applicants	Q1		
Benchmarks 4.1(a) Provide training to districts on B2H services and enrollment process.	Mimi Weber	Training completed in Erie, Nassau and Suffolk	Q1		
4.1(b) Provide training to qualified service providers as needed.	Mimi Weber	Provide dates and topics of trainings	Q1		
4.1(c) Local district referral and enrollment begins.	Mimi Weber LDSS	Children enrolled beginning 1/1/10	Q1		
4.2 Enrollment slots expanded across NYS.	Mimi Weber	Totals slots expanded up to 3,305 by 12/31/10 List number of filled slots	Quarterly		
4.3 Ongoing Support and Quality Assurance to Districts and HCIAs.	Mimi Weber	Quality Assurance conducted in Erie, Nassau and Suffolk	Q2-Q8		
Benchmarks 4.3(a) Quarterly Forums conducted in 2010. Upon full implementation, forums will be held semi annually with counties, HCIA, and other stakeholders.	Mimi Weber	Provide dates, locations and topics discussed at forums	Q2-Q8		
4.3(b) Hold conference calls with HCIAs as needed to share information and to	Mimi Weber	Provide dates of calls and topics discussed	Q2-Q8		

resolve barriers.					
4.3(c) Quality review of cases to determine programmatic eligibility and implementation of Person Centered Planning.	Mimi Weber	Provide numbers of cases reviewed in Erie, Nassau and Suffolk, and identification of strengths and barriers identified from quality reviews across NYS.	Q2-Q8		
4.4 Evaluation of implementation and outcomes of B2H	Mimi Weber Sue Mitchell-Herzfeld	Draft evaluation report	Q8		
4.5 Participate in joint state initiatives, which includes – Children’s Cabinet on Disconnected Youth; and the Commissioners Committee on Cross Systems - OMH Children’s Plan aimed at improving accessibility and availability of resources.	Laura Velez William McLaughlin	Provide agendas of meetings and summaries of each meeting that addresses the need for service array and availability	Q2-Q8		

Primary Strategy: 5. Redesign of the Statewide Information System			Applicable CFSR Outcomes or Systemic Factors: Statewide Information System		
Goal: NYS' Statewide Information System will be user-friendly and provide timely and accurate child welfare data related to permanency planning goals			Applicable CFSR Items: 24		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
5.1 Procurement and distribution of approximately 1,800 laptops to enable Foster Care workers to access CONNECTIONS to record casework contacts in a timely manner	Bill Travis/Sheila Poole IT CONNECTIONS	Laptops distributed	Q1		
5.2 Development and deployment of Share point technology that affords caseworkers and supervisors access to critical workload and performance measures.	Bill Travis/Sheila Poole IT CONNECTIONS	Share Point technology available to staff	Q2		
Benchmarks 5.2(a) Provide LDSS and VA users with training on Share Point technology.	Sheila Poole SUNY Training Staff	Training related to Share Point technology provided through CBT and the support of Regional Office Implementation Specialists. Number of staff trained provided	Q2		
5.3 Deployment of a new dot.net style of architecture that will allow caseworkers to easily navigate in and out of their workload, organize critical tasks, and maximize use of pre-fill options which will assist in the improving timeliness and accuracy of data	Sheila Poole OCFS CONNECTIONS Business Team	Implementation of first transformational build of new architecture	Q3		
Benchmarks 5.3(a) Provide districts and voluntary agency users with training on	Sheila Poole SUNY Training	Trainings related to navigation completed through CBT and the support of Regional	Q3		

new transformation technology.	Staff	Office Implementation Specialists. Number of staff trained provided.			
5.3(b) Monitor the 13 districts completion of permanency planning goal as noted in case review Item 7.	Sheila Poole RO Staff	As part of the baseline and follow – up case record review, assess the 13 districts completion of accurate recording of child’s permanency goal	Q2 – baseline Q7 – follow-up		
5.4 Develop and implement an enhanced dynamic Permanency Hearing Report.	Sheila Poole Business Team PHR Workgroup IT Technical Team	Permanency Hearing Report implemented	Q5		
Benchmarks 5.4 (a) Provide training to district and voluntary agency users on the new Permanency Hearing Report that will replace the current report.	Sheila Poole Training Contract staff	Training related to Permanency Hearing report completed through CBT and the support of Regional Office Implementation Specialists. Number of staff trained provided.	Q5		

Primary Strategy: 6. Expand recruitment of foster and adoptive parents and clarify foster care standards for consistent implementation statewide			Applicable CFSR Outcomes or Systemic Factors: Foster and Adoptive Parent Licensing, Recruitment and Retention		
Goal: There will be sufficient numbers of foster and adoptive parents that can care for sibling groups, adolescents and that reflect the race and ethnicity of the children coming into care, and standards will be implemented consistently statewide.			Applicable CFSR Items: 41 and 44		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
6.1 Work with training contractor to identify and share with districts the latest recruitment tools that address recruitment of foster and adoptive parents for sibling groups and adolescents, and that foster/adoptive parents reflect the race and ethnicity of the children coming into care.	Nancy Griffin Anne Leone Laura Turner Training Contractor	Tools identified to address recruitment of foster/adoptive parents that reflect the ethnicity and race of the children entering care, for sibling groups, and adolescents	Q2		
6.2 Review data of the 13 districts to determine difference in the race and ethnicity of foster/adoptive parents as compared to the children in care, siblings separated at placement and the number of youth not placed in foster boarding homes.	RO Staff	Differences identified and training contractor informed of what trainings and tools needed by each of the 13 districts	Q2		
6.3 Training and support provided to home finders and recruiters as identified by the RO.	RO Staff Training Contractor	Provide date and type of training	Q2-Q6		
6.4 Recruitment Plans that are MEPA compliant of 13 districts will be reviewed for appropriateness.	RO Staff	County recruitment plans provided detailing recruitment efforts to be made	Q2-Q7		

6.5 Hold conference call with Local District and Voluntary Agency Home Finders to determine areas of confusion or where clarification is needed related to regulations and practice of licensing foster boarding homes.	Renee Hallock	Date conference call held and areas of confusion, inconsistency and ambiguity identified	Q3		
6.6 Updates and changes to Licensing of Foster Boarding Home handbook made, if needed.	Renee Hallock Legal Policy	Manual reviewed and updated as needed based on areas identified in conference call	Q3		
6.7 Regional training of Home Finders provided to address areas of confusion and to clarify misunderstandings; updated handbook shared.	Renee Hallock Legal Policy	Regional Training held, handbooks distributed, training evaluations provided	Q3-Q7		

Primary Strategy: 7. Enhance initial and ongoing training of voluntary agency staff participating in the Improved Outcomes for Children, initiated by the Administration for Children’s Services			Applicable CFSR Outcomes or Systemic Factors: Training		
Goal: Training will be provided to voluntary agency staff participating in ACS’ Improve Outcomes for Children initiative.			Applicable CFSR Items: 32, 33		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
7.1 Review and Monitor ACS’ training to IOC agencies on Family Team Conference facilitation skills.	Pat Beresford	Number of staff trained on Family Permanency/Foster Care Facilitator Training, and Family Support Services/Prevention Facilitation Training. Types of Technical Assistance provided	Quarterly		
7.2 OCFS will survey local districts and hold a conference call with voluntary agencies relative to their initial and ongoing training needs for 2011 and to identify barriers to attendance at trainings.	Renee Hallock Mary Kazmierczak	Results of survey compiled Summary of conference call	Q2		
7.3 This information will be used to inform OCFS initial and ongoing training plan, as resources allow.		Develop 2011 training plan for voluntary agency staff.	Q4		
7.4 Monitor progress of plan.		Report on meeting objectives of training plan of voluntary agency staff	Q6; Q8.		