

WASHINGTON STATE TITLE  
IV-E DEMONSTRATION  
PROJECT

*SECOND QUARTERLY PROGRESS REPORT:  
JANUARY – MARCH 2013*

*APRIL 30, 2013*

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### Overview

This is Washington State's second quarterly report to the federal Administration on Children, Youth, and Families (ACYF) for the Title IV-E Waiver demonstration project. The Initial Design and Implementation Report (IDIR) served as our first quarterly report. This 2<sup>nd</sup> quarterly report serves two purposes:

1. To answer ACYF's questions about our IDIR, which summarized the activities Children's Administration (CA) must complete to implement our demonstration project—Family Assessment Response (FAR). The ACYF asked CA to provide more detail about:
  - a. **Section I. Theory of Change:**

Our theory of change related to training, assessment of family needs and strengths, community supports and services, and reducing disproportionality.
  - b. **Section II. Clearly Defined Target Populations:**
    - The identified target population;
    - How CA identified the services and concrete resources Washington State families involved in FAR will need and our willingness to reassess those services as more information becomes available (addressed in section III); and
    - The estimated number of families to be served in the FAR pathway.
  - c. **Section III: Clearly Defined Demonstration Components and Associated Interventions:**
    - The process for determining which families will be assigned to the FAR pathway;
    - The criteria for determining that a family that began on the FAR pathway should be redirected to the investigative pathway;
    - How long families will be eligible for the FAR pathway and what assessments caseworkers will use to assess families;
    - Which families in the target population will be eligible for housing supports; and
    - Data on evidence-based programs in Washington State.
  - d. **Section IV: Assessing Readiness to Implement the Demonstration:**
    - Staff and community readiness to implement FAR; and
    - Staff qualifications to be successful in the FAR program.
  - e. **Section V: Work Plan**
    - The role of the University of Washington Evidence-Based Practice Institute;
    - Information about the phased-in approach to FAR implementation;
    - Problem-solving protocols; and
    - The communication plan.
2. To provide an update of CA's progress implementing our demonstration project over the preceding quarter (January – March 2014).

The IDIR and the quarterly reports are key deliverables identified in the Terms and Conditions for the Title IV-E Waiver.

## I. Theory of change:

*If Children’s Administration offers the FAR pathway as an alternative to the traditional investigative pathway for families with low – moderate allegations of child abuse and neglect,*

*So that caseworkers have a more effective way to engage families and provide them with services and concrete supports to help them address the issues that brought them to the attention of the child welfare system,*

*Then more families can keep their children safely at home.*

By more effectively engaging these families and providing services and concrete supports to address their needs, families will better engage in services that will help improve their parenting skills and their understanding of the issues that contributed to the child safety and neglect concerns. As families improve their parenting skills and begin to understand and address the issues that brought them to the attention of the child welfare system, their families will stabilize and children will be safer. Stabilizing families and keeping children safely at home will ultimately result in a reduction in out-of-home placement, repeat maltreatment, repeat referrals as well as improved child and family well-being. Other states have found that the FAR pathway leads to better outcomes for all families, and contributes to reducing disproportionality in the child welfare system.

### Training:

Washington State Children’s Administration will train caseworkers to change their approach to families who come to the attention of Washington State’s child welfare system due to reports of low to moderate risk allegations of child abuse and neglect.

*If FAR caseworkers are trained to engage families and work with them as partners in the assessment and development of a case plan from the very first contact,*

*So that parents will feel like partners in the process and work with their caseworker to assess their families’ needs and develop a case plan that meets those needs,*

*Then families will better engage in services earlier in the case, address the issues that brought them to the attention of the child welfare system, and build on their strengths to stabilize their families so that their children are safe at home, resulting in better long term outcomes.*

Our training on the Family Assessment Response Pathway will focus on upfront engagement and partnership with families to assess their needs and develop a case plan to address those needs and keep children safely at home.

In the traditional Children’s Protective Services (CPS) investigative model, the first contact with the family is often a separate interview with the alleged child victim, away from the parents and without parental consent. This approach can create an adversarial relationship from the beginning of the case. Family Assessment Response caseworkers will use their engagement skills to talk with the parents first, explain the FAR pathway and get their agreement to participate in the pathway and ask permission to talk with the children.

*“Interviewing children with parents gives parents a chance to hear what their children say. Like: ‘I wish the fighting would stop.’”*

Other states who have implemented differential response systems have found that talking with children with their parents present has not had a negative impact on child safety.

“Concerns that family assessments might make children less safe decreased over the course of the project as county staff adjusted to the AR (Alternative Response) approach... As the pilot progressed many workers came to believe that safety was better ensured through the AR approach since it was

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non-confrontational and involved adults in the analytic and decision making processes. One noted: —Children tend to be open even in front of parents. Parents say: They don't tell us that'. Another social worker remarked: —Interviewing children with parents gives parents a chance to hear what their children say. Like: 'I wish the fighting would stop.'" (Siegel G. , January 2012)

As FAR caseworkers engage the parents first and seek permission to talk with their children, they will be trained and encouraged to talk with the child with the parents present to help parents understand how their behavior directly impacts their children. Other states who have implemented a differential response system have found that if parents are present for interviews with their children, they have a better understanding of the issues that impact their children, and have better insights into the services their family may need.

Caseworkers who only know the traditional investigative methods, understandably, have some trepidation about how this new way of conducting child interviews will impact child safety. We will use information and research from other states who have successfully integrated differential responses into their child welfare practice to alleviate the fears of staff. Children's Administration caseworkers have extensive training to identify child safety threats and how to address them. This training will continue to be required for all FAR caseworkers and supervisors.

FAR caseworkers will be trained to conduct family assessments with the family. The family will identify their strengths and needs and work with the caseworker and community to identify what services and concrete supports will be most helpful to maintain their children's safety and wellbeing at home. This new approach with families from the very beginning sets the tone for parents to be at the helm of the intervention and recognizes their parental authority.

### FAR Training Logic Model:



Children's Administration is working with The Alliance for Child Welfare Excellence ("The Alliance") to develop training competencies and curriculum that reflect this significant practice change. The Alliance uses coaches in local offices to help ensure that a true transfer of learning has occurred. These coaches work with staff using a combination of methods including: group trainings, workshops, individual instruction, demonstration and supervised practice. Coaching also includes monitoring the acquisition and performance of the knowledge and skills, and providing feedback through daily or frequent de-briefing sessions.

**Family Assessment:**

Washington State has developed a Family Assessment tool in the state SACWIS system (FamLink), to assess family strengths and needs (see Appendix 1).

The FAR caseworker will work with the family to complete the Family Assessment and identify the services and concrete supports that will help the family best support and maintain the safety and well-being of their children.

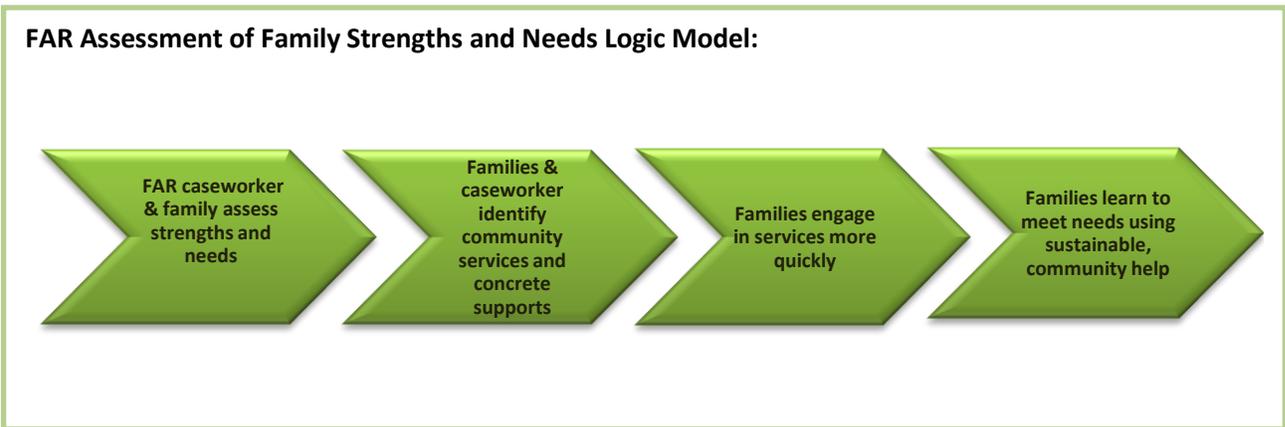
*“Following assessments, workers knew more about the problems and needs of families and their strengths and resources.”*

*If FAR caseworkers help families find these supports in their communities,*

*Then they can continue to meet the needs of their children after their child welfare case is closed.*

Missouri caseworkers found that using the assessment tool with the family had almost immediate positive results.

“Typically, assessment workers knew and could report to us more about the families they met with than did investigators. Following assessments, workers knew more about the problems and needs of families and their strengths and resources. Secondly, when services were provided they were generally provided more quickly to assessment families. There was less time spent by workers in evidence gathering and building a case about the allegations that had been made. Assessment workers could and did start working with families immediately. Thirdly, families were responding much more positively to assessments than investigations. They more often saw assessments as beneficial and as making a difference for their families. They were reporting that they were playing a larger role in determining a plan of action to address issues that had surfaced, and they felt they were cooperating with assessment workers.” (Siegel G. , January 2012)



**Community Resource Team (CRT) Logic Model**

Local Offices Develop CRTs

CRTs help identify local resources for family's specific needs

Communities are more engaged in local child welfare efforts

CRTs identify local service gaps & help fill them

Families are stabilized

Families learn to turn to the community for support & stay out of the child welfare system

**Community Engagement**

*If Children's Administration engages communities differently,*

*So that the community is aware of the needs of its families to keep their children safe,*

*Then we can work to rebuild relationships between families and their communities to reduce their dependence on the child welfare system.*

Community engagement is a central focus of the FAR pathway. Communities want to keep their children safely at home, but often do not know how to help. Developing Community Resource Teams (CRT) is a key element of the readiness activities in the local offices to help identify services that are available locally.

This is a new approach for Children's Administration. In the past, we have engaged non-profit and faith-based organizations for contracted services and other assistance on a limited scale.

This effort is intended to engage local businesses, faith-based organizations, other state and local service organizations, and others as partners

*Communities want to keep their children safely at home.*

to improve the lives of children and families living in their communities. "Neither the condition nor the cure for many of the problems faced by these families existed within the world of traditional CPS. Problems that would not previously have been identified became known to workers and new sources of help had to be found, sources that did not require payment. Assistance was sought when possible within the natural support network of families—their extended families, neighbors, churches." (Siegel G. , January 2012)

When Missouri began using this community engagement model, even with no additional resources, they found that the areas they considered "resource poor" (those areas where there were little to no contracted services available) had the most success in identifying local community supports that they had not used before. (Siegel G. , January 2012)

The Community Resource Teams will consist of community members who are the most tuned-in to what is happening in the local neighborhoods, cultural hubs, and businesses. They will include a wide variety of people from DSHS partners to "Joe the plumber." The CRT model provides resources to caseworkers without requiring them to have personal knowledge of everything available in the community. When the community is more involved in local child welfare efforts and sees the needs of its neighbors, it will start to identify service gaps and help fill them for local families.

**Reducing Racial Disparity:**

Reducing racial disparity has been a goal of every new Children’s Administration program initiative in the past few years; FAR will be no exception. Washington State anticipates FAR will contribute to the over-arching initiative to reduce racial disparities in the child welfare system.

*If Children’s Administration engages families and communities differently,*

*So that the community services available to families represent the ethnic and cultural experiences of the families in the FAR pathway,*

*Then families who are disproportionately represented in the child welfare system will engage in more services earlier in their case,*

*And families learn to address factors that contribute to child abuse and neglect (CA/N)*

*And fewer minority children will be placed in out-of-home care*

Differential response pathways in other states (Missouri, Minnesota, and Ohio) have shown positive impacts on the reduction of racial disproportionality in the child welfare system. “Recurrence percentages were found to be lower for families in the non-investigation pathway for the three major racial groups (White, African American, and American Indian) in the study.” (Children’s Bureau, 2013) In Minnesota, families of color who were assigned to the alternative response pathway were better engaged in services than those who were involved with traditional CPS investigations. 63% of African American families in the alternative response pathway received services, compared to 27% in the control group, for Hispanic families 67% and 52%, and for American Indian families 54% and 37%. (Siegel L. A., 2005)

Washington State hopes to replicate this experience for families of color assigned to the FAR pathway. We have asked the FAR leads in each office to ensure that they develop Community Resource Teams that reflect the families that they serve, including community members that have not traditionally been involved with child welfare efforts. We anticipate that including a more diverse array of community members in the FAR Community Resource Teams will help families engage with their communities differently and more effectively than they have in the past.



**Changes to the initial Implementation Design and Implementation Report**

On March 8, 2013 Washington State requested and received approval from the Children’s Bureau to postpone the elimination of the 10 day alternative response to CPS allegations to October 2013. As we researched the impact of eliminating this program, we found that our largest offices will be disproportionately impacted by this change. These offices contract the work to their county health departments. Offices in smaller counties respond to these cases using letters, phone calls, or other brief interventions. We are taking this time to reallocate our staff and resources to the offices that will have the highest workload increase related to this change. This minor change has no impact on our schedule to implement Family Assessment Response.

**II. Clearly Defined Target Population(s)**

**Demographics**

Table 1 (below) shows that the racial composition of the target population (those Children’s Administration expects to engage in the FAR pathway) and describes the ages of the youngest child victims associated with intakes and the racial/ethnic groups receiving allegations of neglect. We have used the neglect-only population as a proxy for the FAR target population. We anticipate that the majority of the estimated 15,000 families involved in FAR after it is implemented statewide will primarily come from the 19,391 cases referenced in Table 1. Section III Clearly Defined Demonstration Components and Interventions goes into detail about how we have identified what services and concrete services will be appropriate for families in the FAR pathway.

Table 1

**NEGLECT INTAKES ONLY – State Fiscal Year 2010**

Age and Race of Youngest Child Named in Intake	African American	Asian/ Pacific Islander	White	Hispanic	Native American	Multiracial African American except Native American	Multiracial Native American	Multiracial Other	Other/ Unknown	TOTAL
0 – 5 years	988	315	7,213	1,633	796	364	501	73	1,462	13,345
6 – 11 years	310	91	2,526	428	199	133	164	47	339	4,237
12 – 17 years	113	47	1,137	124	68	36	64	15	114	1,718
Unknown									91	91
<b>TOTAL</b>	<b>1,411</b>	<b>453</b>	<b>10,876</b>	<b>2,185</b>	<b>1,063</b>	<b>533</b>	<b>729</b>	<b>135</b>	<b>2,006</b>	<b>19,391</b>

**Source: FamLink**

Beginning in January 2014, Washington State estimates serving 375 children in the FAR pathway in the first quarter. We will implement the second round of offices in the third quarter. This allows six months to evaluate the January implementation sites for lessons learned before we begin implementation in subsequent offices. We anticipate increasing the capacity to serve families by 250 families a quarter after the 3<sup>rd</sup> quarter of implementation. By the end of the implementation period, and as funding allows, Washington State intends to serve 15,000 families a year using the FAR pathway.

**Additional activities undertaken in the current reporting period:**

To better understand the needs of the target population, Washington State is analyzing its 2012 neglect only and other intake data. This effort will help us understand whether we have identified the right

interventions for the FAR target population and give us a clearer vision of how to reallocate staff as we implement FAR in the early implementation sites.

**Planned activities for the upcoming reporting period:**

Complete the analysis of 2012 data. We will use this analysis to revisit our selection of the appropriate services for families in the FAR pathway. Children’s Administration will report the findings of the analysis and any changes to the data and its impact on services in the third quarterly report. Children’s Administration plans to pay close attention to the services needed by families as we implement the FAR pathway, using input from our outside evaluator, to define the interventions that will be most successful for these families.

**III. Clearly Defined Demonstration Components and Interventions**

**Needs Assessment to Determine Needed goods and services:**

To help determine what services might be most helpful to Washington families engaged in the FAR Pathway, Children’s Administration is using feedback we received

*Children’s Administration met with or heard from over 600 individuals who told us about the services or concrete resources families need*

from a survey we conducted in May 2012 to prepare for performance-based contracting. We conducted a survey of veteran parents, staff, Tribes, stakeholders, and youth in foster care to determine what services and supports Children’s Administration could offer to help keep families together, reunite families, or to achieve other permanent plans for children in care. We asked them to provide information about the services and resources that families need, including concrete resources, that would make the most difference in their lives, regardless of whether the services were currently available. Children’s Administration provided the following definitions:

- Concrete resources are items that can be purchased, and include a variety of things such as food, clothing, appliances, furniture, other household items, car repairs, utility payments, and rent.
- Services generally refer to involvement with professionals in therapeutic interventions and classes and/or with paraprofessionals for basic supports, which require scheduling and planning to access and a commitment of time to utilize. Services may include things such as counseling, drug and alcohol treatment, and parenting classes.

People could respond to the survey online or attend one of 19 in-person meetings to provide input. Children’s Administration staff also had the opportunity to attend focus groups in 33 offices. The survey asked three questions:

1. When families first need help, what services or concrete resources do you find they need to reduce the likelihood of abuse or neglect? Please be specific and then tell us if you think this service or resource is available in your community.
2. Are there other services or concrete resources that families need to keep their children safely at home and prevent placement? You don’t need to list things you already listed in #1.
3. Are there other services or concrete resources, that you did not list in #1 and #2, that families need to promote permanency more quickly, including facilitating and maintaining safe reunification?

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Through the formal consultation with these groups and partner outreach, Children's Administration met with or heard from over 600 individuals who told us about the services and concrete resources families need. They provided 2,300 comments describing the needs of families engaged in the child welfare system in Washington State. We will use this information as we prepare our offices to implement FAR. What we found was not different from what other states have found as they implemented differential response services. Families, caseworkers, community partners, and Tribes in every community identified similar needs.

### Concrete Resources:

- Affordable, safe housing
- Food
- Clothing resources for families
- Transportation assistance for families (bus passes, car repair, gas vouchers)
- Household repair/ trash removal assistance to make family homes safe
- Furniture/ appliances (includes repair services)
- Items to improve home safety (baby proofing, window and door alarms)
- Help paying utility bills
- Help paying medical bills

*Families, caseworkers, community partners, and Tribes in every community identified similar needs.*

### Services:

- Child care and respite for parents
- Life skills training
- Chemical Dependency assessment and treatment
- Mental health assessment and treatment
- Parent education developed to address the needs of families involved in the child welfare system
- Domestic violence treatment
- Veteran parent mentors
- Culturally appropriate services
- In-home nurse consultations for new parents and families with children with high medical needs
- Behavior management treatment
- Crisis intervention
- Family preservation services (homebuilders)
- Positive Parenting Program (Triple P)
- Legal aid for parents to develop protective parenting plans with abusive partners
- Positive community programs to engage families and youth

The concrete goods and services available to families in the FAR program will also be available to families who are not in the FAR program. The Children's Administration's account coding structure will uniquely identify and distinguish the expenditures between FAR and non-FAR families. Further, we will establish the cost allocation structure to allocate Title IV-E savings to only goods and services provided to FAR families. This information will be provided to our evaluator, so that they can accurately assess what interventions are impacting families served by Children's Administration.

### **Housing:**

The Washington State Department of Social and Health Services (DSHS) has partnered with 21 housing authorities and other housing entities to access additional housing vouchers for the families served by Children's Administration. These housing vouchers will be available for 3 populations:

1. Families for whom the lack of housing is a barrier to keeping their children safe at home.
2. Families with children placed in foster care for whom safe housing will expedite reunification.
3. Youth exiting from foster care who might otherwise become homeless.

Families in the FAR pathway will benefit from the housing in the first category. We do not anticipate that many families in the FAR pathway will need to use housing vouchers to keep their children safe at home, however it is available to those families when they need it.

Washington State Department of Social and Health Services (DSHS) and housing authorities from Snohomish, King, and Pierce counties are beginning to look at data pertaining to families who received Family Unification Program (FUP) vouchers from 2008 – 2012. DSHS and the Housing Authorities are seeking philanthropic funds to conduct a more rigorous study of this data to understand the impact those vouchers have on the wellbeing of children who might otherwise be placed in foster care.

### **Evidence-Based Programs:**

Washington State proposed using Incredible Years, Project SafeCare, Triple P, and Homebuilders evidence-based programs to serve the FAR population. Project SafeCare and Incredible years are effective for families with children 0-5 years and 0-8 years of age respectively. Table 1 indicates that 70% of the referrals for negligent treatment in state fiscal year 2010 involved children less than 6 years of age. Children under 12-years old account for 87% of the population. These demographics support Washington State's projection that Incredible Years and Project SafeCare are appropriate evidence-based programs to use for the FAR population. Homebuilders is intended for families when children are at imminent risk of placement. Although the majority of families in the FAR population will not need Homebuilders, it is important for FAR caseworkers to know about the availability of Homebuilders in those few cases where it will be necessary to help prevent placement. The attached map (Appendix 2) shows where these evidence-based programs are available across the state. Evidence-based programs are offered in all but 4 counties of the 39 counties in Washington State. The evidence-based programs we identified in the IDIR are available as follows:

- Project SafeCare – 31 counties
- Incredible Years - 30 counties
- Positive Parenting Program (Triple P) Enhanced - 21 counties
- Homebuilders - 30 counties

Children's Administration has invested significant resources to ensure the fidelity of these evidence-based programs. While we have not conducted independent studies on their success in Washington State, they have been well studied in other child welfare arenas. If the purveyors of these programs seek to study the outcomes for Washington, Children's Administration would provide non-identifying data to support the evaluation.

Children's Administration has contracted with the Evidenced-Based Practice Institute at the University of Washington to help identify new evidence-based and promising practices to serve families involved in the child welfare system. We have asked them to help us identify new programs that will focus on the needs of families struggling with combined issues related to child abuse and neglect impacted by poverty, substance abuse, and mental illness. These services reflect the needs families, staff, and our community partners identified in the 2012 survey (described at the beginning of this section). We will

include updates about selection and implementation of additional interventions in subsequent quarterly progress reports to ACYF.

### **New Intake Tool**

Children's Administration worked with the Children's Research Center (CRC) to develop a Structured Decision Making (SDM) intake tool to determine which families will be eligible for FAR. The intake tool guides intake workers through a series of questions to first determine whether there is an allegation of child abuse or neglect as defined in state statute. Once a case screens in for a CPS response, the SDM will help intake staff determine whether an investigative or FAR response is appropriate for the family. The intake tool is Appendix 3.

### **Case Transfers**

The FAR pathway is voluntary for families who are eligible for the intervention. There are four opportunities for a FAR case to be transferred to the investigative pathway:

1. If the family refuses to participate in FAR at the beginning of the case, it will be transferred to the investigative pathway.
2. If the caseworker identifies significant safety concerns, or the actual risk is higher than reflected in the initial intake, the FAR caseworker will staff the case with the FAR supervisor to determine whether it is appropriate to transfer the case to the investigative pathway.
3. If the family refuses to participate in services and the FAR caseworker conducts a safety assessment that indicates a child is not safe, the case will be transferred to the investigative pathway or the FAR caseworker will work with a child and family welfare services caseworker to file a dependency.
4. If a new referral is received on a family that meets the criteria for a CPS investigative response while the FAR case is open.

### **Case Management Tools**

Per Washington State law (RCW 26.44.260), the FAR intervention can remain open for 45 days after the initial intake is received. If a family is engaged in services that require additional time, the case can be extended for up to 90 days. FAR caseworkers will complete a Present Danger Assessment, Safety Assessment (and safety plan, if indicated), and will work with the family to complete the Family Assessment and Risk Assessment tools to assess their needs and strengths and the appropriate services for the family. Cases will be closed within the time frames dictated by statute and when the FAR caseworker has determined that the children are safe and families have completed services or received concrete supports to address the issues they identified in the Family Assessment that will provide the most help to prevent future child abuse and neglect. If no services are needed and the children are safe, the case may close as soon as the assessments are complete.

Not all families will need purchased services to reduce their risk of child abuse and neglect. Children's Administration has used an SDM Risk Assessment (developed in cooperation with the CRC) for determining what level of intervention is appropriate for families. We will continue to use this tool to inform our work with FAR families to ensure that we are using our budgeted funds for purchased services to best serve the needs of families in Washington State.

### **Policies and Procedures**

The policies and procedures for transferring FAR cases to the investigative pathway and completing the assessments are still under development. Washington State will provide updated policy information in subsequent quarterly reports.

**Planned activities for the upcoming reporting period:**

In the third quarter of the developmental year, Washington State will be engaged in a number of crucial activities to prepare for the FAR initial implementation in January 2014, including:

- Completing the Readiness Assessments in the twelve offices statewide
- Identifying the initial Implementation sites
- Working with the initial implementation sites to address any gaps in the Readiness Assessment
- Beginning to develop hiring guidelines for FAR staff
- Working with The Alliance to develop FAR training curriculum and training materials
- Continuing to develop FAR policies and clear guidelines for staff about the mechanism for distributing housing vouchers and allocation of other concrete resources.

**IV. Readiness to Implement the Demonstration**

**Staff and Community Readiness to Implement FAR**

To implement FAR, Washington State has identified 3 regional leads to coordinate office readiness activities. The Regional Administrators in each of the 3 regions identified 4 offices that they thought would be most ready to implement FAR to conduct FAR Readiness Assessments. The Readiness Assessments include a description of staff, office, and community readiness, and the activities each office will need to complete to become ready to implement FAR. Each of those 12 offices has a delegated office lead to work on the Readiness Assessment and develop community relationships related to FAR activities. Tables 2-10 describe the implementation training, and readiness activities that Children’s Administration has conducted at the State, Regional, and Offices levels in this first quarter of the development year.

**Statewide Implementation Training Activities**

**Table 2**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
January 14, 2013	FAR training for FAR leaders responsible for offices identified for initial Readiness Assessments	Regional Administrators Deputy Regional Administrators Regional and Office Leads
January 23, 2013	FAR training for headquarters staff to inform them about FAR	Children’s Administration headquarters program management staff
February 25, 2013	FAR training for area administrators across the state to help them prepare for the FAR future	35 Area Administrators Regional CPS program managers
March 8, 2013	First monthly FAR FAQ posted on the Children’s Administration website	Children’s Administration Staff

**Statewide Readiness Activities**

**Table 3**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
February 11, 2013 (Ongoing)	Weekly meetings to discuss readiness activities at headquarters level	Headquarters Staff
February 11, 2013 (Ongoing)	Monthly meetings to discuss readiness activities with all state staff involved in Readiness Assessments	Headquarters, Regional & Office FAR Leads, Area Administrators in offices selected to complete initial Readiness Assessments
February 13, 2013 (Ongoing)	Weekly meetings to discuss Readiness Assessment and Regional/ Office	Regional FAR Leads
February 21, 2013	<ul style="list-style-type: none"> <li>• Update the Title IV-E Advisory Committee on FAR progress</li> <li>• Share information about housing agreements</li> <li>• Discuss early implementation offices</li> </ul>	Title IV-E Advisory Committee

Tables 4- 7 summarize Region 1’s second quarter implementation activities by Region and Office.

**Region 1 Implementation & Readiness Activities**

**Table 4**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
January 22, 2013	FAR Training	1 Regional Administrator 10 Area Administrators 1 Deputy Regional Administrator
January 24, 2013	FAR Training: Comparison of Responses to Screened in Cases, Q & A	15 Region 1 South Consensus Building Meeting
February 5, 2013	FAR Training: Overview of FAR provided to community agencies	25 Children’s Administration and Community Services Office participants
February 5, 2013	FAR Training: Overview of FAR with Q & A	7 Children’s Administration Staff
February 14, 2013	FAR Training: Overview of FAR with Q & A	3 Children’s Administration Staff
February 15, 2013	FAR Meeting /planning meeting	Meeting with office leads
February 21, 2013	FAR Training: Overview of Far with Q & A	8 FTDM/Family to Family staff
February 22, 2013	FAR Overview and discussion of MOU with Yakama Nation	2 Representatives from Yakama Nation

**Region 1 Office Implementation & Readiness Activities: Moses Lake**

**Table 5**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
January 20, 2013	FAR Training with Q & A	35 Children's Administration Staff
January 30, 2013	FAR Training: Overview of FAR with Q & A	35 Children's Administration Staff
February 5, 2013	FAR Training Overview; discussions of changes and community needs	25 Children's Administration and Economic Services Administration staff
March 5, 2013	FAR Training Overview; discussions of changes and community needs	25 Children's Administration and Economic Services Administration staff

**Region 1 Office Implementation & Readiness Activities: Richland and Walla Walla**

**Table 6**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
January 24, 2013	FAR Presentation and comparison of responses to screened in cases – flow chart	15 Children's Administration Staff
February 5, 2013	FAR Presentation with Q & A	19 Children's Administration Staff
February 12, 2013	FAR Presentation with Q & A	6 Children's Administration Staff
February 20, 2013	FAR Presentation with Q & A	4 Children's Administration Staff
February 23, 2013	FAR Presentation with Q & A	2 Children's Administration Staff

**Region 1 Office Implementation & Readiness Activities: Spokane**

**Table 7**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
February 5, 2013	FAR Training: Overview	8 Children's Administration Staff
February 11, 2013	FAR monthly meeting with HQ's FAR Lead / Q & A's	17 Children's Administration staff
February 15, 2013	FAR Region 1 meeting with office and Region Lead	5 Children's Administration staff
February 19, 2013	FAR Overview Community Connection	Headstart Social Service staff
February 21, 2013	FAR Overview, Introduction of Family to Family services in the community	10 Children's Administration staff
February 25, 2013	FAR program updated and presentation	Area Administrators

## Second Quarterly Progress Report

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For the second quarter, all of the implementation and readiness activities in Region 2 were coordinated out of the Regional office (described in Table 8).

### Region 2 Implementation & Readiness Activities

**Table 8**

Date	Activity	Audience
January 23, 2013	FAR Training	15 Children's Administration staff including: Area Administrators Program Managers Supervisors
February 6, 2013	FAR Training	Community partners: King County Oversight Committee-judges, Guardians Ad-litem, domestic violence advocates, public health nurses, therapists
February 11, 2013	FAR Training	15 Nooksack tribal members and Children's Administration staff
March 12, 2013	FAR Training	Children's Home Society
March 12, 2013	FAR Training	Partners for our Children
March 15, 2013	FAR Training with Q & A's	Community partners: King County Models Court Committee, judges, attorneys, public health nurses, domestic violence victim advocates

## Second Quarterly Progress Report

Region 3 chose to conduct its implementation & readiness activities out of the offices selected to complete the initial Readiness Assessments. These activities are described in Tables 9 & 10.

### Region 3 Office Implementation & Readiness Activities: Port Angeles, Port Townsend, & Forks

**Table 9**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
February 1, 2013	Initial information on FAR	Child Abuse Protocol meeting members
February 7, 2013	FAR information sharing	Children's Administration Supervisors
February 7, 2013	FAR information sharing	Children's Administration staff
February 7, 2013	FAR information sharing	IPAC Video Conferencing participants
February 15, 2103	FAR: Readiness Assessment	Port Townsend Children's Administration Supervisor
February 19, 2013	FAR information sharing: Tribal impact cases	Staff from Jamestown S'Klallam Tribe
February 20, 2013	FAR information sharing / handouts	Shelter Providers Network of Clallam County
February 22, 2013	FAR information: Difference between FAR and Investigations	5 Children's Administration staff
February 22, 2013	FAR information: Difference between FAR and Investigations	7 attendees from the 7.01 meeting with Lower Elwha Tribe
February 26, 2013	FAR: Readiness Assessment	Port Angeles Children's Administration Supervisor
February 27, 2013	FAR: Readiness Assessment	Forks Children's Administration Supervisor
March 19, 2013	FAR Update	6 Children's Administration staff: Supervisors and Area Administrators
March 21, 2013	FAR Update	7 Tribal members from Lower Elwha Heritage
March 28, 2013	FAR Update	6 Children's Administration staff

**Region 3 Office Implementation & Readiness Activities: Pierce East**

**Table 10**

<b>Date</b>	<b>Activity</b>	<b>Audience</b>
February 4, 2013	FAR Information sharing	12 Supervisors and Area Administrators: Pierce East Tacoma
February 7, 2013	FAR Information sharing	12 Supervisor and Area Administrators: Pierce South Tacoma
February 12, 2013	FAR Information sharing	15 Children’s Administration staff: CPS meeting
February 20, 2013	FAR Information sharing	1 Tribal CPS worker – Puyallup Tribe
February 28, 2013	FAR Information sharing: EBP	3 people from the Pierce County Department of Health
March 1, 2013	Development of FAR Readiness Plan	3 Area Administrators
March 4, 2013	FAR Information sharing	12 Supervisors from Pierce South
March 4, 2013	FAR Implementation- Update	12 Supervisors – Pierce East Supervisor meeting
March 6, 2013	FAR Readiness Assessment - Development	2 Area Administrators – Pierce East
March 21, 2013	FAR Information and EBP services	8 people from EBP Committee
March 29, 2013	Development of FAR Readiness Plan	2 Area Administrators from Pierce East

The Readiness Assessments in the first 12 offices will be completed April 22, 2013. After the offices complete their Readiness Assessments, we will evaluate which offices are best poised to begin implementation in January 2014. Those offices will begin hiring staff, building their Community Resource Teams, and working on the barriers they identified in their Readiness Assessments. The remaining offices will continue to work on the barriers they identified in their Readiness Assessments, so that they will be ready to implement FAR in July or September of 2016. After the initial Readiness Assessments are completed, the headquarters implementation team will meet with the regional and office leads to evaluate the usefulness of the Readiness Assessment and develop lessons learned for offices that will complete Readiness Assessments throughout the 2014-2016 implementation periods.

Children’s Administration has executed many new initiatives in the past few years, and staff have not always embraced these changes before they were implemented. The Regional and Office Leads have told us that staff in these local offices are excited to begin implementing FAR and there is some friendly competition among them to start in January. Our traditional partners in child welfare, veteran parents, and foster care alumni have supported Children’s Administration and the state legislature’s efforts to implement a differential response long before we sought and were granted the Title IV-E waiver.

## Second Quarterly Progress Report

We are exploring new ways to engage non-traditional partners in Community Resource Teams, including:

- Using our more traditional partners to help us solicit community partners to implement FAR
- Developing a quarterly newsletter to inform staff and communities about FAR
- Developing a video to inform staff and communities about FAR
- Developing brochures for different types of community partners: schools, courts, traditional partners, and businesses.

### **Staff qualifications to be successful in the FAR program**

A team of staff from the local field offices and headquarters will work to develop interview guidelines for hiring FAR staff in the third quarter. We recognize that caseworkers and supervisors working in the FAR pathway must have a strong foundational understanding of child safety and personal values that support family-led interventions. We will include the interview guidelines in the fourth quarterly report.

### **Planned activities for the upcoming reporting period:**

**Table 11**

Activity
Release first quarterly FAR Newsletter
Release FAR Video
Release RFP for Title IV-E Waiver Evaluation
Complete Readiness Assessments from 12 offices
Review Readiness Assessments and get feedback from the Title IV-E Advisory Committee
Select early implementation sites
Tribal Colloquium to discuss Tribes' involvement in FAR program
Present at the Children's Justice Conference about the FAR program
Present at the Washington Low Income Housing Annual Conference on Ending Homelessness
Update Readiness Assessment based on lessons learned from the first 12 offices
Develop position descriptions for FAR supervisors and social workers
Begin to develop hiring & interview guidelines for FAR Caseworkers
Develop Community Resource Team Guidelines
Further develop FAR policy
Complete prerelease training materials to prepare field for FamLink changes
Complete training plan and schedule for FamLink training

## **V. Progress Made on Work Plan**

Washington State has developed a comprehensive, detailed work plan to ensure we meet major milestones in our implementation plan. The work plan is attached as Appendix 4. We have met every major milestone to date.

### **Developmental/installation activities:**

#### **Developmental costs:**

Washington State has established the cost center for accumulating and reporting developmental costs. We have introduced the timekeeping requirement to staff and are tracking staff effort towards implementing FAR. This information is being used to distinguish the developmental costs from other eligible costs, so that the claim accurately reflects Children's Administration Title IV-E waiver costs.

We are still processing an adjustment to claim the activities retroactively based on the timesheets for work done since the preparation of the State's project proposal. Once we do this, we can begin reporting the level of expenditures we are claiming as developmental costs.

#### **Quality Assurance:**

Washington State is developing a quality assurance and continuous quality improvement (QA/CQI) plan for the FAR pathway. Our QA/CQI plan will define our internal data collection, analysis, and feedback plan to continually assess, review and improve our practice. We will consider the scope of work and deliverables of the comprehensive six-year independent program evaluation, the Alliance for Child Welfare Excellence training evaluation plan, and related Children's Administration QA/CQI plans. The FAR QA/CQI plan will likely include:

- Case review of intake screening decisions
- Process to measure and monitor FAR assignments and caseload ratios
- Assessment of the quality, timeliness and use of CPS Family Assessment Response practice model tools
- Other methods to assess solution-base casework model fidelity and FAR program expectations
- Feedback from CA staff
- Use of family satisfaction surveys conducted by independent contracted evaluator

We will finalize the plan before implementing FAR in January 2014 and update ACYF on our progress in subsequent quarterly reports.

#### **Hiring and training staff:**

We have hired three regional leads and 12 office leads to conduct Readiness Assessments in 12 offices across the state to select the initial implementation sites. The headquarters FAR team trained these lead staff on January 14, 2014 to understand the direction the state is taking with FAR. As reflected in the previous section, these regional and office leads have been working with local Children's Administration staff and our partners to introduce them to FAR concepts and begin preliminary work to develop Community Resource Teams.

#### **Tools:**

Children's Administration has designed new FamLink (Washington State's SACWIS system) tools for intake and FAR caseworkers. The tools are currently in development and are scheduled for an on time release in fall 2013.

- The new intake tool guides intake workers to determine which pathway is most appropriate for families who have allegations of abuse or neglect that meet the requirements for a CPS response. All intake staff will begin using the intake tool in the fall of 2013. Early implementation of the intake tool will give us the opportunity to conduct quality assurance, further assess the inter-rater reliability and the accuracy of our anticipated case counts before

we begin offering services to families in the FAR pathway in January 2014. Because we will use the intake tool on every intake, it will help us determine how many cases (and staff) will be assigned to offices that implement FAR in the fall of 2014 and beyond. It will also contribute significantly to the evaluation of the demonstration project.

- The new Family Assessment tool guides FAR workers and families to assess the strengths and needs of the family. In November and December of 2013 we will train FAR caseworkers in the identified early implementation offices to use the tool as part of FAR training.

### **Hiring Staff:**

Once the initial implementation offices have been selected, Children's Administration will begin to hire staff to fill the FAR positions in those offices in time for the January start date. We anticipate that many current Children's Administration staff will be interested in these positions, and we will likely have to fill positions in other program areas. As part of the Readiness Assessment, each office will project the number of staff that will be needed to implement the FAR pathway and to maintain staffing in the Investigative units.

### **Training:**

Children's Administration is working with The Alliance to develop FAR training for staff. The first training effort will be for all CA caseworkers on new FamLink tools. Training will begin with train the trainers in July and roll out to staff throughout the summer and fall of 2013.

The Alliance is developing competencies and training materials to train FAR caseworkers using examples from other states that have implemented similar

*Children's Administration and the Alliance are working closely together to make sure that the FAR training aligns with FAR values*

programs. Using materials from Tennessee, Ohio, and New York, Children's Administration and The Alliance are working closely together to make sure that the FAR training aligns with FAR values and logic models described in Washington State's Theory of Change. Following the initial training, The Alliance will have coaches in the field available to help ensure that transfer of learning has occurred. In addition, the headquarters lead and quality assurance managers will be monitoring the implementation sites with the regional and office leads to ensure fidelity to the model and to identify learning opportunities (successes as well as opportunities for improvement) for ongoing implementation efforts.

### **Teaming & Collaborative Governance Structure:**

Children's Administration continues to meet with our community, Tribal, and inter-governmental partners in the Title IV-E Advisory Committee. This advisory committee will continue to provide insight and guidance as we implement FAR across the state. Local offices have begun engaging community partners to begin the foundation to build Community Resource Teams.

We have developed a team of headquarters, regional, and local office staff to champion FAR in their offices and communities. The headquarters team meets weekly to gather updates on policy, quality assurance, communications, and implementation activities. The headquarters lead and project manager meet weekly with the regional leads to share updates, collaborate on Readiness Assessments, problem solve, and assess progress. The regional leads meet with the office leads weekly to discuss progress on the Readiness Assessments and local communication strategies. All of these groups meet monthly to share progress reports. The headquarters project manager monitors the teams' progress with the implementation plan and updates DSHS management monthly on the status of the demonstration project.

**Problem Solving Protocols:**

Children’s Administration will use existing problem solving protocols to resolve internal conflicts. All of our contracts have problem solving protocols in them. We envision that Community Resource Teams will develop problem solving protocols at the local levels to meet their needs. The Washington State Legislature mandated the following problem solving protocol for Children’s Administration to use when families and caseworkers do not agree:

RCW 26.44.270

- (1) Within ten days of the conclusion of the family assessment, the department must meet with the child's parent or guardian to discuss the recommendation for services to address child safety concerns or significant risk of subsequent child maltreatment.
- (2) If the parent or guardian disagrees with the department's recommendation regarding the provision of services, the department shall convene a family team decision-making meeting to discuss the recommendations and objections. The caseworker's supervisor and area administrator shall attend the meeting.
- (3) If the department determines, based on the results of the family assessment, that services are not recommended then the department shall close the family assessment response case.

Part of the Readiness Assessment for each office is to assess the staffing for Family Team Decision Making, and to estimate if additional resources are needed based on the number of FAR cases the office will serve.

**Communication plan and strategies:**

Children’s Administration has developed a comprehensive communication plan to notify staff and external stakeholders of the FAR program, our need for community assistance to help keep children and families safe, and keep them informed about our implementation progress. Because we are rolling-out FAR in 2.5 years, we must manage expectations at the same time we build

*Because we are rolling-out FAR in 2.5 years, we must manage expectations at the same time we build excitement for the new program.*

excitement for the new program. Every message that goes out about FAR includes the following:

- 1. FAR is safe for children
- 2. Families who are eligible for the FAR pathway must have a screened-in allegation of low to moderate physical abuse or neglect
- 3. The benefits of FAR for Washington families
- 4. The need for a planful implementation over the next 2.5 years, as funding allows.

In April, CA will release the first quarterly newsletter to CA staff and stakeholders that describes the FAR implementation plan and our current progress. We will also release a video that describes the impact of FAR on families from the perspective of parents who have been engaged in the child welfare system, Representative Ruth Kagi (one of our legislative champions), a community service provider, and child welfare staff. The communication plan is attached (see Appendix 4).

All staff and CA stakeholders can access information about FAR Implementation activities at:

<http://www.dshs.wa.gov/ca/about/far.asp>

**Evaluation activities:**

Washington State received approval from ACYF for the Evaluation Request for Proposals (RFP) in January, 2013. We had discussed engaging the University of Washington to conduct the Evaluation. However, because of concerns about possible conflicts of interest, Children’s Administration (with advice from our federal partners) has decided to issue the RFP for bids from outside vendors. The Evaluation RFP will be released April 16, 2013. The evaluation contract will be completed in August.

Once the evaluator is selected, we will work with the evaluator and ACYF to ensure that the evaluation plan is approved within 90 days as required by the Terms and Conditions.

## **VI. Child Welfare Program Improvement Policies**

Children's Administration has updated its policies to reflect our commitment to ensure foster youth over the age of 16 are engaged in discussions, including during the development of the transition plans, about the child's wish to reconnect with his/her biological family. These policies were updated June 2012. In addition, there is proposed legislation in the current legislative session to increase the number of youth who are eligible for extended foster care in Washington State.

## **VII. Major Barriers and Risk Management Strategies**

Washington State is on track to begin FAR implementation in January 2014. To date, there have been no significant barriers or delays. There are three areas that may impact the timeliness of our implementation plan:

1. The Washington state 2013 legislature is still in session. Children's Administration is waiting for the legislature to determine our budget for the next biennium. If we do not receive the necessary funding to implement FAR as we have described, Washington State will have to reconsider its implementation plan. The legislature will complete its budget work by the end of next quarter, and we will report the outcome in our next quarterly report.
2. We have an aggressive training schedule to train staff on the changes to FamLink related to the new FAR tools. The intake tools are scheduled to go-live in fall 2013. The development of the tools will be complete in FamLink in late July. Because of the interdependence of these tools, all CA caseworkers and supervisors will need to be trained prior to the go-live date. Children's Administration policy, FamLink development, and the FAR team have been working with The Alliance to develop a comprehensive training plan to ensure that the training can be completed statewide between August and October. This training plan depends on some funding from the legislature. If those funds are not received, we will have to develop a scaled-back training plan for staff.
3. Washington State encountered a minor set-back when we reconsidered who would conduct our Title IV-E Demonstration Evaluation. We had planned to release the RFP at the beginning of March. The release date has now been scheduled for April 16, 2013. Because we had allowed for plenty of time in our schedule to get the evaluator on board, this will not impact our plan to contract with an evaluator in August 2013, or our plan to implement FAR in January 2014.

## Works Cited

Children's Bureau. (2013). *Differential Response in Child Protective Services: A Literature Review*.

Siegel, G. (January 2012). *Lessons from the Beginning of Differential Response: Why it Works and When it Doesn't*. Institute of Applied Research.

Siegel, L. A. (2005). Alternative Response in Minnesota: Findings of the Program Evaluation. *Protecting Children: A professional publication of the American Humane Association* .

**Appendix 1: FamLink Family Assessment Tool**



**CHILDREN'S ADMINISTRATION  
FAR FAMILY ASSESSMENT & CASE PLAN**

Case & Participant Information		
<b>Case Name</b>		<b>Approval Date</b>
<b>Parent/Caregiver (ID)</b>	<b>DOB</b>	<b>Intake ID</b>
<b>Child(ren)</b>	<b>DOB</b>	
<b>Social Service Professional</b>	<b>Email</b>	<b>Phone</b>

Initial Engagement Questions
<p><b>Did you discuss the FAR Intervention with the family and provide written information?</b></p> <p><b>Did the family agree to participate in the FAR Intervention?</b></p> <p><b>Explain</b></p>

Current Needs and Challenges
<p><b>Describe the Nature and Extent that brought the family to the Department's attention?</b></p>
<p><b>Sequence of Events: Describe the surrounding circumstances that led to the family assessment?</b></p>

Family Developmental Stages and Tasks
<p><b>Family Developmental Stages</b></p> <p><b>Military Family</b></p>
<p><b>Describe the family's composition and cultural factors.</b></p> <p><b>Describe the everyday life task(s) that contribute to the situation.</b></p> <p><b>Describe what the family has done to keep the child(ren) safe and healthy in the past and the resources used.</b></p>

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Parenting Practices
Describe how each parent disciplines the child(ren).  What are the overall parenting practices used by the parent?
Family Support
Describe the family's support system.

Family Objectives	
Start Date: Objective	Target End Date:
Tasks:	Status:
Service	Provider

Individual Adult Patterns of Behavior
Parent/Caregiver:  How does the parent manage his/her own life on a daily basis? How does the parent function on a daily basis?

Individual Level Objectives for <Last Name, First Name MI (Person ID)>	
Start Date: Objective	Target End Date:
Tasks	Status:
Service	Provider

Child Functioning and Development
Child:  Describe how the child functions on a daily basis. Describe the child's general behavior, temperament and physical capacity.

Second Quarterly Progress Report

Assessment Recommendations			
<b>Assessment Summary</b>			
<b>Assessment Recommendation</b>		<b>Recommendation Reason</b>	
<b>Explain</b>			
<b>Present Danger Date</b>		<b>Present Danger</b>	
<b>Safety Assessment Date</b>	<b>Safety Decision</b>	<b>Final Safety Plan</b>	
<b>SDM Date:</b>		<b>SDM Score:</b>	

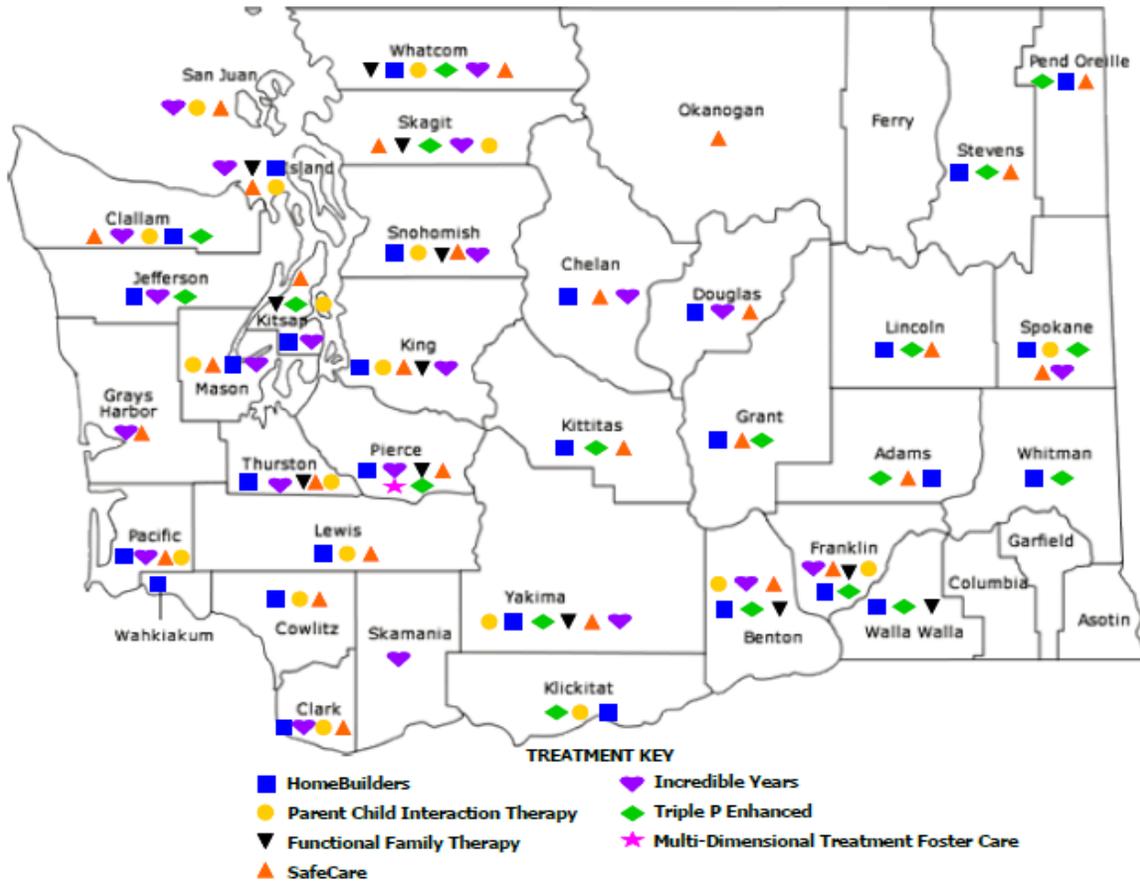
Family Objectives Achieved/Historical	
<b>Start Date:</b>	<b>Target End Date:</b>
<b>Objective</b>	
<b>Tasks</b>	<b>Status:</b>
<b>Service</b>	<b>Provider</b>

Individual Objectives Achieved/Historical <Last Name, First Name MI (Person ID)>	
<b>Start Date:</b>	<b>Target End Date:</b>
<b>Objective</b>	
<b>Tasks</b>	<b>Status:</b>
<b>Service</b>	<b>Provider</b>

Appendix 2: Evidence-Based Programs Statewide

Attachme

Washington State Availability Map  
of Child Welfare EBP Services — 2012



**Appendix 3: FamLink Intake Sufficiency Screen & SDM Response Decision Tool**

<p><b>Step 1. Sufficiency Screening.</b> At least one box in each column must be checked for the report to be screened as a CPS report.</p>		
ALLEGED VICTIM	ALLEGED SUBJECT	ALLEGED INCIDENT
<input type="checkbox"/> Is the victim under 18 years of age?	<input type="checkbox"/> Parent / guardian of alleged victim <input type="checkbox"/> Acting in loco parentis <input type="checkbox"/> Unknown <input type="checkbox"/> Providing care in a facility subject to licensing by DSHS, the Department of Earning Learning (DEL) or state-regulated care.	The allegation, if true, minimally meets the WAC / RCW definition of CA/N <input type="checkbox"/> Physical abuse <input type="checkbox"/> Sexual abuse <input type="checkbox"/> Sexual exploitation <input type="checkbox"/> Negligent treatment or maltreatment <input type="checkbox"/> Abandonment
<p><b>Screening decision:</b></p> <input type="checkbox"/> At least one item in each column is marked. Call will be screened in and assigned for an investigation or assessment. <b>Go to Step 3. Response Decision.</b> <input type="checkbox"/> In one or more columns above, the sufficiency criteria are not met. <b>Go to Step 2. CPS Risk Only.</b>		
<p><b>Step 2. Additional Screening.</b> Select any that apply. If any criteria are selected, report will be screened in for CPS risk only with response times based on the criteria selected.</p>		
<p><b>CPS Risk Only.</b> Although all sufficiency screening criteria were not met, the information presented indicates a safety threat to a child.</p> <input type="checkbox"/> Law enforcement or the prosecutor's office makes a report regarding a sexually aggressive youth ( <b>72-hour response</b> ). <ul style="list-style-type: none"> <li>• Law enforcement reports a child under age eight (8) to have committed a sexually aggressive act.</li> <li>• Prosecutor reports a child under age 12 to have committed a sexually aggressive act, but the child will not be prosecuted.</li> </ul> <input type="checkbox"/> There is a situation of imminent risk of serious harm to a child ( <b>24-hour response</b> ). <ul style="list-style-type: none"> <li>• Registered sex offender is alleged to have unsupervised contact with a child, and it is unknown if contact is allowed or if contact must be supervised.</li> <li>• Prior conviction for serious or violent crime against a child, AND unsupervised contact with a child, AND it is unknown if such contact is allowed.</li> <li>• Prior dependency and/or termination of parental rights where parent did not complete or make progress in remedial services.</li> <li>• History of serious injury to child as a result of CA/N, or history of serious neglect.</li> <li>• Substance exposure or affects evident at birth with no other CA/N concerns reported.</li> <li>• Other</li> </ul> <input type="checkbox"/> None of the criteria above are included in the report. The call will be screened out.		
<p><b>DLR CPS Risk Only.</b> Although all sufficiency screening criteria were not met, allegation occurred in a DLR facility and indicates present safety threats.</p> <input type="checkbox"/> The alleged victim is between the ages of 18 and 21, in the care of a licensed/state-regulated facility, AND the allegation meets the WAC definition of CA/N. <ul style="list-style-type: none"> <li>• If the alleged victim is determined to be at risk of imminent harm, 24-hour response.</li> <li>• If the alleged victim is determined to be safe from imminent harm, 72-hour response.</li> </ul> <input type="checkbox"/> The alleged victim is an adult, the allegation meets the WAC definition of CA/N, AND the license remains open and/or the facility is still in operation. <ul style="list-style-type: none"> <li>• If children are determined to be at risk of imminent harm, 24-hour response.</li> <li>• If children are determined to be safe from imminent harm, 72-hour response.</li> </ul> <input type="checkbox"/> None of the criteria above are included in the report. The call will be rescreened as a rule infraction.		

**Step 3. Response Decision – CPS intakes only.**

The allegation, if true, minimally meets the WAC/RCW definition of CA/N. Check appropriate CA/N allegations and screening criteria. Complete a decision tree for each maltreatment type reported. When report contains multiple types, the assigned response time is based on the highest level indicated for each maltreatment type.

**Criteria for Emergent Response (24 hour investigation)**

**Physical abuse**

Do **ANY** of the following apply? First box checked results in emergent response. If no boxes are checked go to non-emergent response questions for physical abuse.

- Significant injuries are present, **OR** medical care is required, **OR** there is serious concern that medical care may be required.
- Caregiver behavior is described as severe, bizarre, or torturous to the child.
- Caregiver threatened harm, or caregiver's behavior is threatening to the child.
- Alleged child victim fears retaliation from subject and/or is otherwise afraid to go home or remain in the home.

**Negligent treatment or maltreatment or  Abandonment**

Do **ANY** of the following apply? First box checked results in emergent response. If no boxes are checked go to non-emergent response questions for neglect.

- Child fatality and other children are in the care of alleged subject.
- Living situation is immediately dangerous or unhealthy.
- Child's current physical or mental condition indicates a need for immediate medical care, or child appears seriously ill or injured.
- Child of any age has been abandoned **AND** is in need of immediate care.
- Child is under age six (6), or has a significant developmental disability and is unsupervised / alone or cared for by a parent who is incapacitated.
- Child is between ages six (6) and 10, and is in immediate need of supervision or care.

**Sexual abuse or  Sexual exploitation**

Is there a non-perpetrating caregiver aware of the alleged abuse who is demonstrating a response that is appropriate and protective of the child?  Yes  No. If "No," emergent response required, do not complete subsequent questions (24-hour investigation).

Do **ANY** of the following apply? First box checked results in emergent response. If none checked, response is non-emergent (72-hour investigation).

- Allegation involves a licensed home or facility, and children remain in their care.
- Alleged perpetrator will have access to alleged child victim within the next 72 hours, or access within the next 72 hours is unknown or unclear.
- Alleged child victim fears retaliation from the perpetrator and/or is otherwise afraid to go home or remain in the home.
- Alleged physical injury to child victim occurred due to alleged sexual abuse / exploitation.
- Allegations are against the out-of-home, unlicensed caregiver, and children remain in their care.

**Criteria for Non-Emergent Response (72 hour investigation)**

**Physical abuse**

Do ANY of the following apply?

- Alleged victim is in out-of-home care **AND** allegations are against the out-of-home, unlicensed caregiver.
- Allegation involves a licensed home or facility.
- Alleged victim is the victim or alleged subject is the subject in three or more investigations or assessments in the past year.
- Allegation includes reports of bruises on non-mobile children.



**Appendix 4: Work Plan**

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
<b>Acceptance of Terms and Conditions</b>				
		9/28/12	9/30/12	
Sign waiver				
<b>Development Costs Plan</b>				
5.0 Submit a plan for ACF approval designating which administrative costs will be treated as developmental costs (see Section 4.4) no later than 30 days after accepting these Terms and Conditions.		10/29/12	30 days after Accepting Terms and Conditions	
5. Submit plan	10/29/12	10/29/12		Complete
6. Determine action steps required once Development cost Plan is approved Tracking time sheets for staff Dates staff are required to submit time sheets or time spent on FAR/IVE Waiver activities	10/30/12	11/30/12	n/a	Complete
<b>Developmental costs (4.4) Planning and tracking</b>				
Identify staff required to use timesheets verses direct charge.	12/10/12	02/15/2013		complete
Develop and circulate timesheets and instructions to staff	12/10/12	12/21/2012		Complete
Establish coding for developmental costs	12/10/12	01/11/2013		Complete
Develop method to claim developmental costs, (to include initial JV).	12/21/12	02/18/2013		complete
Update automated cost allocation plan with structure.	1/4/13	02/15/2013		complete
Change Personnel Action Requests, (PAR) for direct charge staff.	1/14/13	04/09/2013		complete
JV retroactive charges for timesheet staff.	1/18/13	4/30/13		
Update the written plan, (PACAP)	12/10/12	03/28/2013		complete
<b>Draft specifications OR Evaluation RFP and evaluation specifications</b>				
5.1 Within 60 days of acceptance of these Terms and Conditions, the State will submit to ACF a draft of the specifications of Request for Proposal (RFP) and evaluation specifications for approval (Section 3.5).		11/28/12	60 days after Accepting Terms and Conditions	
6. Submit Draft RFP to ACF	11/28/12	11/28/12		complete
7. Update based on ACYF feedback	1/2/13	1/11/13		complete

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
<b>Initial Design and Implementation Report</b>				
5.2 The State will submit an Initial Design and Implementation Report to ACF within 90 days following acceptance of these Terms and Conditions (see Section 2.4 for detailed elements of the report).		12/28/12	90 days after Accepting Terms and Conditions	
Submit Implementation Plan to ACF	1/8/13	1/8/13		Complete
<b>Evaluation RFP (internal)</b>				
Meet with CCS to establish procurement schedule, identify program/CCS responsibility	10/31/12	10/31/12		Complete
Distribute Ad to selected publications/post to Web site	4/16/13	4/16/13		Complete
Send notices per Policy 13.12 and program bidder's lists	4/16/13	4/16/13		Complete
Prepare questions for review/evaluation of RFP	4/25/13	5/17/13		
Prepare scoring and evaluation process for RFP	4/25/13	5/17/13		
Internal review of questions and scoring for evaluation of RFP	5/17/13	5/24/13		
finalize questions and scoring	5/27/13	5/31/13		
Submit to CCS for review	6/3/13	6/5/13		
Prepare final Evaluation RFP. (Factor timeframe requirements from 5.5 in RFP requirements)			N/A	Complete
Internal Review of Draft	4/8/13	4/15/13		Complete
Update Draft based on internal review	4/8/13	4/15/13		Complete
Provide CCS with list of potential bidders	4/15/13	4/15/13		Complete
Bidders distribution list finalized and printed	4/15/13	4/15/13		Complete
Final Review of RFP	4/8/13	4/15/13		Complete
RFP finalized/printed/posted	4/16/13	4/16/13		Complete
Release Evaluation RFP (by mail and posted to internet)	4/16/13	4/16/13		Complete
Bidder's questions due to CCS	4/30/13	4/30/13		
Bidder's questions answered and distributed to vendors	5/9/13	5/9/13		
Letter of intent due (optional)	5/16/13	5/16/13		
Proposals due	6/5/13	6/5/13		
Evaluate Proposals	6/10/13	6/14/13		
Bidder Oral Presentations if determined to be necessary by DSHS (optional)	6/19/13	6/21/13		
Notify successful bidder and unsuccessful bidders	6/25/13	6/25/13		

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
Bidders may request Debriefing	6/26/13	6/28/13		
DSHS holds debriefing conferences, if requested	7/1/13	7/2/13		
Unsuccessful Bidders may submit Protest(s)	7/8/13	7/8/13		
DSHS considers and responds to any Protests	7/9/13	7/12/13		
Negotiate contract	6/26/13	7/19/13		
Draft contract	7/19/13	7/26/13		
Contract execution	7/29/13	7/29/13		
Contract Start date	8/1/13	8/1/13		
<b>Quarterly Progress Report (Begins Quarter 2)</b>				
5.3 The State shall submit quarterly progress reports beginning 90 days after the acceptance of these Terms and Conditions and <i>continuing until implementation</i> . The Initial Design and Implementation Report will serve as the first quarterly report. All subsequent reports are due no later than 30 days after the conclusion of each quarterly period and will include a basic update on the status of each activity or task identified in the Implementation Report. The report will also identify any problems encountered that may have an impact on the design or anticipated implementation schedule. Suggestions for resolving these problems will be provided for the Department's review and approval.		4/30/13 7/30/13 10/30/13	No later than 30 days after the conclusion of each quarter	
1st quarterly report - Implementation Plan serves as first quarterly report		1/8/13(see 5.2)		complete
Prepare 2nd quarterly report	3/1/13	3/29/13		Complete
Internal review period	4/1/13	4/16/13		Complete
Incorporate feedback	4/17/13	4/29/13		Complete
Submit 2nd quarterly report	4/29/13	4/29/13		Complete
Prepare 3rd report	6/3/13	6/28/13		
Submit 3rd quarterly report	7/30/13	7/30/13		
Prepare 4th report	9/2/13	9/30/13		
Submit 4th quarterly report	10/30/13	10/30/13		
<b>Quarterly Claim (internal)</b>				
Related to 4.3 - Develop waiver claiming process to be done quarterly.			N/A	
Obtain Template for Waiver Claim Form	12/10/12	12/21/12		Completed
Identify coding needed for waived services	12/21/12	1/31/13		Completed

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
Build the cost allocation structure with the appropriate codes developed above	3/11/13	3/15/13		Completed
Update criteria for OAS claim preparation	3/18/13	4/30/13		
<b>Fixed schedule of Payments</b>				
4.2 Provide the department with a document showing a fixed schedule of payments for the five-year demonstration period.	1/1/13	9/1/13	90 days Prior to Implementation	
Develop assumptions for the Title IV-Refunding needs over the 5 year waiver period. Consider reductions in foster Care and increased cost of FAR.	1/1/13	9/1/13		
Articulate funding assumptions in narrative description of the Department's claiming schedule to include reconciliation of expenditures and revenue.	1/1/13	9/1/13		
<b>Amendments to CAP</b>				
4.3 The State must examine its cost allocation plan to determine whether any of the components will affect the calculation of or claiming for any administrative costs under title IV-E, and if so the State must submit an amendment to the cost allocation plan prior to the implementation date to address any such effects appropriately.	1/7/13	9/1/13	Prior to Implementation	
Related to 4.3 - Consider what changes need to be made to the RMTS to capture FAR front-end activities.		No changes needed	Prior to Implementation	
<b>Financial Monitor Tool (Internal)</b>				
Update Financial Monitoring Tool to reflect final data points for 'anticipated' tab.	4/1/13	12/31/13	Prior to Implementation	
Update Financial Monitoring Tool with actual information on a monthly basis.	1/15/14	Monthly	N/A	
<b>Evaluation Plan</b>				
5.5 The State will submit an evaluation plan to ACF within 90 days after the evaluation contract is awarded for approval (Section 3.5). The evaluation plan must be approved by the Department prior to implementation. The evaluation will consist of three components: 1. A process evaluation 2. An outcome evaluation 3. A cost analysis		11/1/13	90 days after evaluation RFP awarded	

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
Review of final plan	10/21/13	10/24/13		
Finalize Evaluation Plan	10/25/13	10/30/13		
Submit Evaluation Plan to ACF	11/1/13	11/1/13		
<b>Semi-Annual Progress Reports</b>				
5.4 Once implementation has begun, semi-annual progress reports will be required throughout the project period summarizing project and evaluation activities* and accomplishments during the reporting period as well as interim findings from the evaluation, if available. The semi-annual monitoring reports shall indicate issues or problems and resolutions regarding the implementation of the demonstration or evaluation as approved, including updates on the resolution of any significant problems identified in the implementation report. The State will address its progress toward implementing the Child Welfare Program Improvement Policies as described in Section 2.3. These reports are due no later than 30 days after the conclusion of each reporting period.  <i>* Semi Annual progress report will include update on sample sizes and progress toward meeting targeted sizes.</i>		1st Report Due: 8-1-14 7 months after Implementation Date of December 2013	30 days after conclusion of reporting period	
Draft semi-annual progress report	5/1/14	6/16/14		
Review of final semi-annual progress report	7/27/14	7/27/14		
Submit semi-annual progress report to ACYF	8/1/14	8/1/14		
<b>Child Welfare Program Improvement Plan</b>				
2.3 The State shall provide assurance of how the State has implemented, or plans to implement within three years of the date on which it submits its application the following child welfare program improvement policies: <ul style="list-style-type: none"> <li>• Increased Age Limit for Title IV-E Programs to 21.</li> <li>• Procedures to Assist Youth in Foster Care to Reconnect with Biological Family Members</li> </ul>			Use 1st Semi-Annual Report to address requirement (7-30-14)	
Draft work plan for implementation and language for the Semi-Annual Report about how WA will implement this	4/1/14	4/30/14		
Review work plan	5/1/14	5/16/14		
Finalize work plan	5/19/14	5/23/14		
Submit to FAR Implementation Lead to include in the Semi Annual Report due 7-30-14	5/26/14	5/26/14		
2.3 Implementation of the Child Welfare Program Improvement <ul style="list-style-type: none"> <li>• Increased Age Limit for Title IV-E Programs to 21.</li> <li>• Procedures to Assist Youth in Foster Care to Reconnect with Biological Family Members</li> </ul>		7/1/15	Within 3 years from the date of application submission	

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
<b>Client Satisfaction Survey (not part of Waiver - required by legislature)</b>				
Internal Meeting with RDA to discuss content of client satisfaction survey	6/1/13	6/1/13		
Convene meeting with contracted evaluator to begin discussion regarding client satisfaction survey design and implementation	8/5/13	8/9/13		
Provide results of Client Satisfaction survey to legislature	12/1/14	12/1/14		
Provide 2 <sup>nd</sup> Client Satisfaction survey results	12/1/16	12/1/16		
<b>Accounting of Spending</b>				
5.6 The State will submit an annual accounting of the spending described in Section 2.2(m) for each year of the approved demonstration project period of all investments, public or private, made in coordination with the State to provide services under the proposed demonstration project.		11/15/14	Annual	
<b>Interim Evaluation Report</b>				
5.7 The State will submit an Interim Evaluation Report 60 days after the conclusion of the 10th quarter following the demonstration's implementation date (Section 3.5). Additional reports may be proposed by the State and, subject to approval by the Department, may be considered allowable components of the evaluation of the demonstration.		9/1/16	60 days after 10th Quarter	
Draft Interim Evaluation Report	6/2/16	6/24/16		
Internal review of draft Interim Evaluation Report	6/27/16	7/8/16		
Update Draft based on internal review	7/11/16	7/22/16		
Review of final draft Interim Evaluation Report	7/25/13	8/5/16		
Finalize annual Interim Evaluation Report	8/8/16	8/26/16		
Submit Interim Evaluation Report to ACF	9/1/16	9/1/16		
Post copies of approved Interim Evaluation Report (must allow 30-day period for review and approval prior to posting publicly)	10/1/16	10/1/16		
<b>Final Evaluation Project</b>				
5.8 The State will submit a Final Evaluation Report six months after the project ends, integrating the process study, the outcomes study, and the cost analysis (Section 3.5).		8/1/19	Six Months after end of project	
Draft Final Evaluation Report	4/4/19	5/30/19		
Internal review of draft Final Evaluation Report	5/31/19	6/7/19		
Update Draft based on internal review	6/10/19	6/18/19		
Review of final draft Final Evaluation Report	6/19/19	6/21/19		

## Second Quarterly Progress Report

Title IVE Waiver Task	Start date	Due Dates	Federal Due Date	Status
Finalize annual Final Evaluation Report	6/24/19	6/28/19		
Submit Final Evaluation Report to ACF	7/1/19	7/1/19		
Post copies of approved Evaluation Report (must allow 30-day period for review and approval prior to posting publicly)	8/1/19	8/1/19		
<b>Post to Website</b>				
5.9 The State will post copies of the interim and final evaluation reports on the State’s child welfare agency Website (see Section 3.5). (must allow 30-day period for review and approval prior to posting publicly)		10/1/2016 9/1/2019		
<b>Public-Use Data Tapes</b>				
5.10 The State will submit, or have the evaluation contractor produce and make available, public-use data tapes, including documentation necessary to permit re-analysis of the data gathered during the course of the evaluation, six months after the project ends (Section 3.5).	3/1/19	7/3/19	Six Months after end of project	
<b>Annual Meeting of the Child Welfare Waiver Demonstration States</b>				
Related to 2.2 - Ensure that each year throughout the duration of this demonstration the appropriate State Officials and evaluators attend and participate in an annual meeting if the Child Welfare Waiver Demonstration States in the Washington DC area		TBD	Annual	

## Appendix 5: Communication Plan



CA Children's Administration

### Washington State Department of Social and Health Services Children's Administration

#### Family Assessment Response Communication plan overview February 2013

#### Family Assessment Response

Children's Administration, Department of Social and Health Services is implementing a new, additional Child Protective Services (CPS) pathway called Family Assessment Response.

FAR engages families and addresses the basic needs of children to stabilize and strengthen the family unit, improve child and family well-being, and safely prevent out of home placements. Serious physical abuse, sexual abuse and high-risk neglect intakes will continue to be assigned to the investigative pathway.

In brief, the FAR pathway is designed to:

- Provide early intervention to respond to low- to moderate-risk allegations with the possibility of preventing future high-risk or unsafe situations.
- Increase the scope of service delivery to provide services and resources for families at low to moderate risk for future maltreatment.
- Provide services based on families' needs to sustain and support their children safely at home.
- Improve family-centered practices by increasing families' involvement in assessing and identifying their strengths and needs.
- Engage families in the development of service plans to address issues relating to the risk of abuse or neglect.
- Improve resource identification by reviewing service needs and resource availability for immediate and long-term support for families.
- Improve family engagement and assessment by moving away from incident-based assessments to a comprehensive assessment of family dynamics, strengths, issues and needs.

## Key Messages:

- **The focus is always on keeping children safe.** We will continue to assign for investigation serious physical abuse and sexual abuse intakes. If a caseworker feels that a child is at risk at any time during the family's participation in FAR, the case will be referred to CPS for investigation.
- **FAR takes a family-specific approach.** It seeks to engage families in developing skills and making behavioral changes that will ensure children are safe in their homes. Other states report, and research supports, that similar programs have reduced families' reliance on the child welfare system and the number of re-referrals.
- **We are starting slow.** FAR will be phased in over two and half years. Offices will conduct Readiness Assessments to determine their readiness, and the community's readiness, to implement FAR. Those assessments will be used to determine which carefully selected offices will begin using the FAR pathway beginning in January 2014. FAR will be in place statewide by mid-2016. This approach gives us time to carefully work through any issues that arise and to make adjustments based on lessons learned.
- **Community partners are essential to the success of this program.** Community Resource Teams, which will include Tribes, other DSHS administrations, community partners, local businesses, religious/spiritual organizations, etc., will be established in each office. These teams will help identify service gaps and available community resources, including those that may not have been accessed in the past.
- **FAR is made possible through 2012 legislation and a waiver from the federal government** (Title IV-E). The waiver allows us to reinvest money saved through safely reducing the number of children placed into foster care.
- **The Title IV-E Wavier requires an evaluation of FAR** over the five-year waiver period.

## Audiences

### We will add to this list as needed

- Department of Social and Health Services Secretary, Children's Administration Assistant Secretary and other headquarters and field staff.
- The children and families the program will serve.
- The Governor's Office.
- Legislators.

- The Alliance for Excellence in Child Welfare, a new statewide training system for caseworkers.
- American Indian Tribes and Recognized American Indian Organizations.
- Federal Administration for Children, Youth and Families (ACYF).
- Non-profit, private and state agency partners and potential partners in providing support and services.
- Courts, law enforcement and the legal community.
- School districts.
- Local government health departments and other departments that provide child and family services.
- Identified court and legislatively appointed and community panels such as the Braam Oversight Panel; the Children, Youth, and Family Services Advisory Committee; The Child Welfare Transformation Design Committee, etc.
- Relative caregivers.
- Mandated reporters.
- Media and the general public.

### FAR products by type

Product	Description	Timeline
<b>FAR at a glance</b>	Basic overview of program for internal and external audiences. We also have a <b>PowerPoint</b> that provides a program overview.	Completed
<b>FAQs</b>	Frequently Asked Questions for CA staff, legislature, community partners and tribal partners	2-28-13 and updated monthly as needed
<b>Logo</b>	For FAR program	3-15-13
<b>Video</b>	Introduction to FAR Pathway. Additional video(s) possible as program evolves, with families telling stories about how FAR helped them, etc.	3-18-13
<b>Template Letters for CA Offices</b>	Template for phase- in office to use to send to community partners and businesses Schools, health care professionals, law enforcement, courts and other state/local agencies as identified. (tailored to local areas as needed)	3-22-13

Second Quarterly Progress Report

Product	Description	Timeline
<b>Quarterly newsletters</b>	<p>Newsletter for internal and external audiences. Planned content for the first newsletter, due for publication on April 1, is:</p> <ul style="list-style-type: none"> <li>• Message from CA Assistant Secretary</li> <li>• What is FAR?</li> <li>• FAR video (describing the video and adding a link to it)</li> <li>• Calendar of events, timelines, trainings, implementation and rollout dates</li> <li>• FAR progress: what has been done to date – training, etc.</li> <li>• Contacts for FAR (office and HQ's)</li> <li>• Link to the Office Readiness checklist and explainer on how to use it.</li> <li>• Success of FAR or expected results – focus on “Team”</li> </ul>	4-1-13 and ongoing quarterly
<b>Brochures</b>	Brochures for communities and families outlining what FAR is and how it will impact them.	4-29-13
<b>Intranet materials</b>	Currently examining ways to make the FAR intranet site more visible.	Ongoing
<b>Internet materials</b>	FAR currently has a web page. New materials, brochures, newsletters, etc., will be linked from that page. We may wish to promote it on the main DSHS page when the time is right.	Ongoing
<b>Media</b>	CA communications is working with External Affairs to identify key points where media outreach and use of social media, such as Facebook, would be appropriate.	Ongoing