

WASHINGTON STATE
TITLE IV-E DEMONSTRATION
PROJECT

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WASHINGTON
DEPARTMENT OF
SOCIAL AND
HEALTH SERVICES

CHILDREN'S
ADMINISTRATION

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I. Overview

On January 1, 2014, Washington State Children's Administration (CA) began implementing Family Assessment Response (FAR) in three offices: Aberdeen, Lynnwood, and two zip codes in Spokane. These offices represent each of Washington's three DSHS Regions in rural, suburban, and urban settings. Our experiences in these offices have helped us to improve our training, quality assurance, and staff support strategies. We have not had any significant changes to our demonstration project.

The implementation has gone smoothly. CA has been encouraged to see that 60-65% of the families about whom CPS allegations were made in these offices have received a FAR response. These numbers are exactly in line with our predictions prior to implementation. Although it is too early to identify clear trends, early data indicates that more families in the FAR pathway are engaged in services than traditionally have engaged in services when assigned to an investigation.

FAR staff have been encouraged to seek new ways to meet the needs identified by families, which has increased family engagement and trust in the department. Probably the most telling FAR story to date involves a family that was referred to CPS for concerns about neglect. The FAR worker assigned to the case had been an investigator before joining the FAR unit. She was chosen for the FAR unit because of her excellent engagement skills. The FAR worker had investigated similar incidents involving that family before FAR was available. After the initial conversation with the family, the parents told the worker, "This really is different. You really want to help us."

CA has engaged in many activities in the last 6 months to implement FAR in the three phase one offices and to prepare for implementation in the phase two and three offices. At this point, the project is on time and on budget.

II. Demonstration Status, Activities, and Accomplishments

Numbers and Types of Services Provided to Date

As of June 30, 2014¹, FAR has served 727 families from a wide variety of backgrounds. FAR staff have worked with 23 Indian Tribes, 3 Canadian Bands, and families whose first languages include Somalian, Marshallese, Korean, Bosnian, Spanish, Amharic, Romanian, Swahili, Samoan, Punjabi, Hmong, Chinese, Vietnamese, and Nepali. CA has translated the FAR brochure into 21 languages.

Families have engaged in the following services:

- Family Support Services
- Crisis Family Intervention (CFI)
- Positive Parenting Program (Triple P)
- Chemical dependency services
- Mental health services
- Project Safe Care

¹ Data source = hand counts 7/07/14

FAR staff have helped families address the following needs:

- Childcare
- Housing
- Transportation
- Medical Insurance
- Medical services
- Clothing
- Safety equipment (e.g. baby gates, safety door knobs, car seats)
- Dumpsters to reduce garbage in the house and yard
- Utility bills
- Carpet cleaning
- New bedding

FAR Phase 1 Monthly Hand Count Data

CA is working with our data unit to access this information for the FAR offices from FamLink. In the meantime, the FAR team has been conducting hand counts in the FAR offices to assess the work.

FAR Monthly Report – Spokane²

Month	Intakes assigned to FAR	FAR cases transferred to Investigations due to safety or risk concerns	Families who declined to participate in FAR (transferred to Investigations)	Percent Transferred to Investigations total	Dependencies filed	Percent dependencies filed
January	46	1	0	2.17%	0	0.00%
February	45	0	0	0.00%	0	0.00%
March	46	1	0	2.17%	4	8.70%
April	55	2	0	3.64%	2	3.64%
May	34	1	0	2.94%	3	8.82%
June	38	1	0	2.63%	0	0.00%
Total	264	6	0	2.27%	9	3.41%

² Data source = office hand counts 7/05/14

FAR Monthly Report – Lynnwood³

Month	Intakes assigned to FAR	FAR cases transferred to Investigations due to safety or risk concerns	Families who declined to participate in FAR (transferred to Investigations)	Percent Transferred to Investigations total	Dependencies filed	Percent dependencies filed
January	49	3	6	18.37%	1	2.04%
February	42	1	5	14.29%	0	0.00%
March	53	3	1	7.55%	0	0.00%
April	46	4	1	10.87%	1	2.17%
May	43	2	0	4.65%	0	0.00%
June	36	0	1	2.78%	0	0.00%
Total	269	13	14	10.04%	2	0.74%

FAR Monthly Report – Aberdeen³

Month	Intakes assigned to FAR	FAR cases transferred to Investigations due to safety or risk concerns	Families who declined to participate in FAR (transferred to Investigations)	Percent Transferred to Investigations	Dependencies filed	Percent dependencies filed
January	31	0	0	0.00%	0	0.00%
February	39	2	0	5.13%	0	0.00%
March	31	2	0	6.45%	0	0.00%
April	37	2	1	8.11%	1	2.70%
May	29	1	1	6.90%	0	0.00%
June	27	1	1	7.41%	0	0.00%
Total	194	8	3	5.67%	1	0.52%

³ Data Source = Hand counts 7/05/14

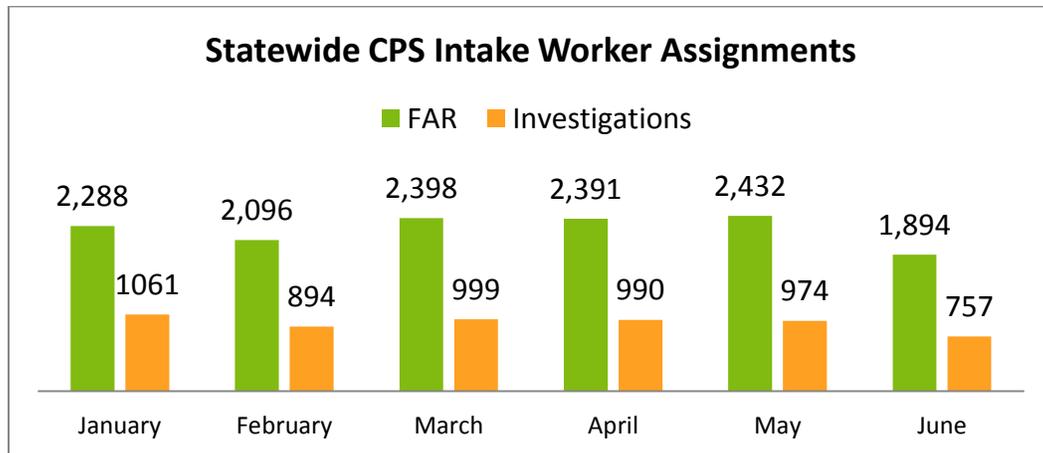
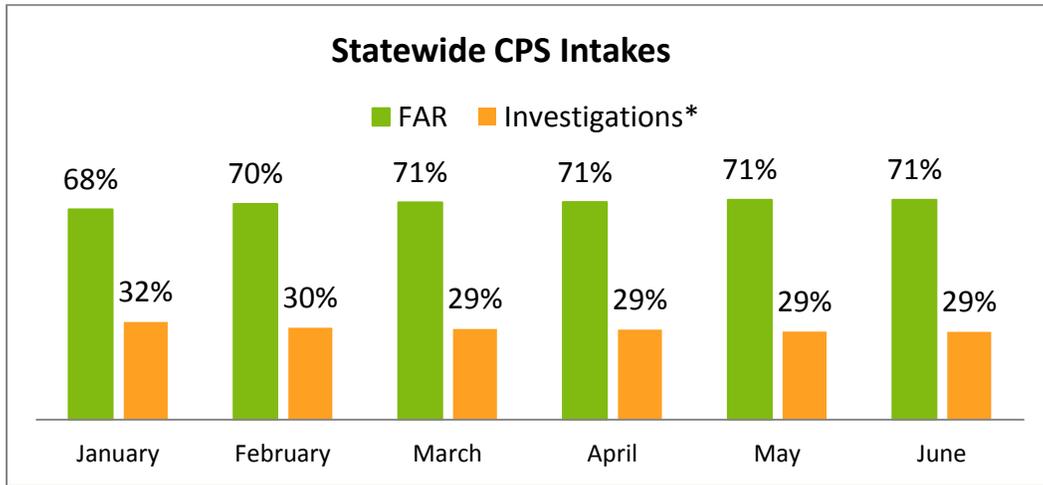
FAR Monthly Report – Spokane, Lynnwood, & Aberdeen Combined⁴

Month	Intakes assigned to FAR	FAR cases transferred to Investigations due to safety or risk concerns	Families who declined to participate in FAR (transferred to Investigations)	Percent Transferred to Investigations total	Dependencies filed	Percent dependencies filed
January	126	4	6	7.94%	1	0.79%
February	126	3	5	6.35%	0	0.00%
March	130	6	1	5.38%	4	3.08%
April	138	8	2	7.25%	4	2.90%
May	106	4	1	4.72%	3	2.83%
June	101	2	1	2.97%	0	0.00%
Total	727	25	15	5.50%	12	1.65%

⁴ Data Source = Hand counts 7/05/14

Statewide CPS Intake Trends January – June 2014⁵

Children's Administration has been tracking trends in CPS intakes since January 2014, to assess the number of CPS cases that would be assigned to FAR and those that would be assigned to investigations if FAR were available in every office. CA is tracking this information at the Intake worker level, with the understanding that the intake supervisor changes 5-10% of intakes.



⁵ Due to the complications involved with estimating intake changes by supervisors in non-FAR offices, this data reflects decisions made by the intake worker

*Investigations = investigation + risk only intakes

Data source = FamLink 07/01/2014

Statewide CPS Intakes January - June 2014 ⁶							
Region	FAR	FAR%	Investigation	Investigation %	Risk Only	Risk Only %	Total
Region 1	3,473	66.8%	1,303	25.1%	420	8.08%	5,196
Region 2	4,756	72.7%	1,441	22.0%	345	5.27%	6,542
Region 3	5,115	75.6%	1,304	19.3%	344	5.09%	6,763
Statewide	13,344	72.1%	4,048	21.9%	1,109	5.99%	18,501

Other Demonstration Activities Begun, Completed, or that Remain Ongoing Communication

Communication with staff in FAR offices has been a high priority for the FAR implementation team. For the first 3 months, the team had weekly calls with the FAR office leads, Area Administrators, and supervisors in the three offices to identify and resolve practice issues. As staff became more comfortable with the new model and the workload has increased, the team reduced the phone calls to once a month. In addition, the team has had monthly voluntary consensus-building phone calls with all FAR staff across the three offices. These calls provide staff the opportunity to ask practice questions and to staff cases with a broader group. These efforts have helped us to create consistent practice across the offices.

The FAR Regional Leads and implementations team continue to meet weekly to talk about implementation successes and challenges, and to prepare more offices to implement FAR. The team has monthly in-person meetings with the office and regional leads to share ideas and lessons learned.

The FAR Regional and Headquarters leads attend monthly statewide CPS and Intake program manager meetings to collaborate with that group about FAR progress, lessons learned, and impacts to the local offices. The team also participates in monthly intake consultation calls for consensus building.

⁶ Due to the complications involved with estimating intake changes by supervisors in non-FAR offices, this data reflects decisions made by the intake worker.

Data source = FamLink 07/01/2014

Focus Groups

In June, the implementation team held focus groups with the FAR workers and all supervisors in the FAR offices. The FAR implementation team asked two skilled facilitators who have not been directly involved in the FAR project to conduct the focus groups.

FAR staff said:

- They feel like they have more time to collaborate with parents and community partners; in one office, they said that they felt like this change was occurring across the office and not just in the FAR unit.
- Our initial training for FAR staff emphasized engagement and only spent a short period of time describing the types of cases that would be assigned to FAR or the specific steps for a FAR intervention. *The team made significant changes to the training for the next phases to reflect this feedback.*
- Collecting collateral information in a more engaging way takes some practice. *The team is strengthening staff training in this area.*
- CA has some work to do to improve FamLink (Washington's SACWIS system) to make it easier for staff to do their work. *Several change orders are in process.*
- They are worried about how they will maintain community relationships once the office FAR lead position (a project position) ends.
- The FAR Family Agreement form is cumbersome for staff and families. Some families follow their attorney's advice not to sign any documents. When parents refuse to sign the agreement, CA has to transfer their case to the investigative pathway. State legislation requires FAR workers to obtain a parent's signature indicating that they agree to participate in FAR before offering services. *The team is monitoring this issue to assess whether CA should propose request legislation to change the law.*
- Workers would like to change the timeframe required to see children from 72 hours to three working days. The FAR model requires workers to call the parents before meeting with the children to schedule an appointment. The FAR workers say that the 72-hour time frame for initial contact with children sometimes does not honor their efforts to work within the family's schedule. *The team is evaluating the impacts to child safety related to the proposal.*
- Clients who have worked with investigations before are very thankful for the FAR approach.
- Some staff feel like there are some cases that are screening in to FAR that should screen out (don't meet the statutory requirements for a CPS intervention), and others that should have screened to investigations. *CA is tracking intakes to see if intake staff and supervisors are making appropriate screening decisions.*
- A few staff are concerned about the level of risk they are seeing with some cases that screen in for a FAR response. *The team is assessing those cases to see if they are appropriate for FAR.*
- The opportunity to approach families without conflict has made a big difference in the ways families respond to them.
- Staff feel like they are better able to connect families with community resources. They want to increase community connection opportunities for families.
- In smaller, more rural and impoverished areas, it is more difficult to access community resources.

FAR staff feel like they have more time to collaborate with parents and community partners

Supervisors in the FAR offices said:

- FAR took experienced staff from other units and that created some initial strain in the offices (especially when they were not able to hire behind those staff before FAR went live).
- Initiating the program in a phased-in approach in Spokane has created some resentment because investigative workers are not seeing an immediate decrease in their workload.
- They thought that FAR cases would have less risk. They are concerned about the level of risk of some cases that intake assigns to the FAR pathway.
- Increased community engagement has helped the whole office.
- They don't know how community resource materials will be maintained when the office lead positions end.
- The initial training focused too much on engagement and not enough on the day-to-day requirements for FAR staff.
- Presenting FAR as a "voluntary" program is misleading because if families refuse to participate in FAR, they are transferred to investigations, Staff suggested CA change the language from "voluntary" to "a choice" between investigations and FAR. *The implementation team made this change in the June training for phase 2 offices.*
- Having investigative and FAR staff attend joint unit meetings helped to build the office sense that they are all a team in this work.
- In some offices, it has changed the way they approach families in all programs. The supervisor training helped them to begin changing the culture in some offices; others did not find it helpful.
- Over time, the anxiety of introducing a new program has decreased.
- CA should have begun hiring staff earlier in the process to make sure that other units were not left with higher caseloads when FAR went live.
- It takes time for staff to learn the flow of a new program.
- The 45-90 day time frame required in state statute makes it difficult to offer evidence based services for families that take longer to engage.
- In smaller, more rural and impoverished areas, it is more difficult to access community resources.
- They would like to increase the amount of time they have to complete initial face-to-face contacts with children. Now staff have 72 hours from the date and time an intake is received, they would like to change that time frame to three or five business days.
- FamLink reports don't reflect FAR work, so it requires more hand counts by supervisors. *The FAR implementation team is working with the agency data unit to access this data electronically.*

Having joint unit meetings with FAR and investigative staff helps build a sense in the offices that they are building a team around child safety

Training/ Coaching

In our conversations with other states prior to implementation, CA learned that introducing a differential response has influenced positive culture changes for child welfare agencies. To encourage a similar culture change in Washington, CA has provided additional training for upper and mid management. Casey Family Programs has been supportive of our efforts to create a more family-friendly administration. They worked with us to bring Erwin “Mac” McEwen (former director of Illinois Department of Children and Family Services) and Eric Fenner (former Executive director of Franklin County, Ohio Children’s Services) to provide a full day of leadership training to CA Directors, Regional Administrators, and Deputy Administrators in December. The leadership appreciated the training and asked Mr. McEwen and Mr. Fenner to return to Washington in February train Area Administrators. CA plans to have them back in September to replicate the training for all CA supervisors.

CA contracted with Dr. Allison Metz with the National Implementation Research Network to assess our implementation plan. Dr. Metz’ analysis of our implementation strategies has been very complimentary. She has encouraged us to move forward with our plans to:

- Develop and communicate clear hiring guidelines for staff (a task the implementation team completed).
- Establish supervisory coaching training (CA contracted with the Kempe center to provide training to all supervisors in FAR offices).
- Get feedback from staff about training (the Alliance conducted a survey of staff immediately after initial FAR training, 2 months into implementation, and CA is having focus groups with FAR staff to evaluate FAR training and make recommendations for improvement).
- Design evaluation of FAR staff performance (we had our first targeted case review of FAR cases in June).

CA contracted with the Kempe Center to provide two days of supervisor coaching training for all supervisors in FAR offices. One of the trainers was a supervisor in Franklin County, OH when they implemented differential response. This training helps create a broader understanding of the culture shift CA is trying to influence across the leadership in each office. There were sessions on the Eastside and the Westside of the state in February. CA contracted with the Kempe center to provide additional training for phase two and three offices in July and November. After CA has a year of implementation behind us, we will assess whether we have the internal resources to duplicate this training using experienced Washington State supervisors from FAR offices.

Case Review

In consultation with the CA Case Review Team, the FAR team developed a tool to assess our work with FAR families (see Appendix A). A copy of the tool was provided to FAR workers after it was developed and in advance of our targeted case review June 2 - 4. The review helped us to determine where we could use additional training for the existing FAR staff, and how to reframe training for future implementation. The FAR team shared the office specific data and feedback with the offices so that they can address practice issues at the local office level.

CA learned that FAR staff are doing well:

- Assessing child safety
- Making initial contacts with parents before talking with children.
- Evaluating the presence of domestic violence
- Responding to families from a variety of cultural backgrounds
- Collaborating with the families to identify service and concrete needs
- Identifying when the case should transfer to investigations or when to file a dependency petition.

Areas that the FAR team needs to strengthen training include:

- Increased engagement of non-custodial parents
- Improved Indian heritage documentation
- How to make collateral contacts without negating the family engagement work
- Increased use of community resources
- Increased use of concrete funds
- Increased assessment of others (non-family members) living in the home
- Identifying services for domestic violence victims and perpetrators
- Closing cases within required time frames

Involving the Community

CA continues to have communications with local and statewide community members. The community has been very interested in helping children and families be safe and successful. Six months before new offices implement FAR, local office management works with the FAR team to select an office lead to prepare the office and community. Prior to implementation, our Communications Department provides an Op-ed to local newspapers introducing FAR.

FAR staff have been able to provide families with community connections to:

- Remove gang-related tattoos that were interfering with a parent's ability to find stable employment.
- Obtain health insurance and medical resources for families
- Obtain child safety equipment, beds, and strollers
- Reconnect families with their local communities including schools, churches, and other community organizations

In Lynnwood and Spokane, the office leads worked with community partners to develop a web-based application (Wiggio) that helps multiple community agencies to request assistance for families. For example, a family needed a stroller-- the FAR worker entered the need on Wiggio and within a few hours, a community member on the website donated a stroller to the family.

The FAR team provides quarterly updates to interested stakeholders using the FAR newsletter. The FAR team has presented to numerous groups and conferences.

Because of the increase in communication at the local level, CA has received more donations and assistance for all of our programs including:

- Resources for youth in foster care
- Volunteers to make visiting rooms more family friendly

- Significant increase in the number of gas stations that will accept gas vouchers from families served by CA.

CA will begin offering FAR to families in five additional offices July 14, 2014. CA collaborated with the Alliance to provide training for Supervisors and Area Administrators in those offices on June 11 and 12th. FAR staff training occurred the week of June 23.

Challenges to implementation and the steps taken to address them

Intake concerns

As intake workers and supervisors become more familiar with the screening tool and FAR, Washington State has had an increase in the percentage of screened-in CPS allegations that screen to the Family Assessment Response. Early on, some intake supervisors were overriding the Structured Decision Making intake tool because they felt that the intakes were too high risk to be served in the FAR pathway. The FAR team learned that we had not spent enough time talking with intake supervisors about FAR to alleviate their concerns about child safety. The FAR headquarters team provided additional training for intake supervisors across the state, inviting supervisors to bring their concerns for discussion. These trainings occurred in January and early February.

In January, intake supervisors were screening 56% of cases to FAR. By May, the percentage of cases screened to FAR at intake rose to 68% statewide. Once the CA Intake Program Manager position is filled, CA plans to provide refresher training on the SDM tool for intake staff.

State law requires FAR families to sign a participation agreement. In the first 2 months, six percent of the families eligible for the FAR pathway chose an investigation instead of FAR. After some additional training and discussions with staff about the concerns these families have, the decline rate reduced to less than 1% a month. Many of the families who chose not to participate in FAR were acting at the advice of their attorneys, who encouraged their clients not to sign any documents. The FAR team increased our outreach to attorneys to provide them more information about what FAR can offer.

Staffing issues

Our plan was to have all FAR staff trained and ready to take cases on January 1, 2014. In two offices, there were staff that had not completed Regional Core Training (required for all social workers before they can carry a caseload) before January 1. Another staff transferred from a Child and Family Welfare Services (CFWS) unit and did not have her casework completed. This led to higher caseloads than CA anticipated in the first two months of implementation.

A higher number of staff transferred to FAR from adoptions and Child and Family Welfare Services (CFWS) units than the FAR team anticipated. Our plan was to have those positions filled before implementing FAR to reduce additional stress in the other units in the office. Unfortunately, many of those staff were not hired and trained prior to January 1, which created some initial stress for the staff in CFWS and Adoptions in Aberdeen and Lynnwood. CA will continue to strive to have full staffing ratios before implementing FAR in other offices.

In rural areas, it is sometimes very difficult to find qualified social work staff, CA management is encouraging those offices to begin the hiring process early. The FAR implementation team began meeting with Area Administrators and Human Resources staff six months before implementation to make sure that everyone understands the hiring process for FAR positions. The team also scheduled bi-weekly phone calls with the phase 2 offices to address any concerns the Area Administrators and FAR leads have about the implementation process.

The FAR team learned that staff transferring from Adoptions and CFWS units who did not have recent CPS experience, struggled more at the beginning. In future rollouts, the FAR implementation team asks that staff without recent CPS experience partner with investigators before they take cases, so that they can be better prepared for front-end work.

CA worked with the union to develop hiring guidelines for filling FAR positions consistent with the Collective Bargaining Agreement.

Time Frames and Statutory Requirements

CA continues to assess the time frames for FAR, including initial face-to-face requirements and the statutory requirement that FAR cases close in 45 days, with an extension up to 90 days if families agree and are actively engaged in services.

Staff have expressed concerns that our 72-hour time frame requirement for initial face-to-face contact with the children identified in the intake makes it difficult to follow the FAR model requirements that they make phone contact with the family before visiting their home. CA is exploring what the time frames are in other states and what impact extending the time frame to three business days will have on child safety. CA implemented the 24-hour time frame for initial contact with children in emergent cases and the 72-hour time frame for non-emergent cases in an agreement with the Washington State Governor in 2005 to increase child safety.

Staff have also expressed concern that completing cases in 45-90 days does not always provide adequate time for them to provide services to significantly reduce the risk of future maltreatment. The FAR implementation team is reviewing those cases to assess whether to request an amendment to the State statute.

State statute requires families to sign the FAR Family Agreement, indicating that they agree to participate in the program. The requirement has created some barriers for families who are leery to sign any government documents. We anticipate that families in the more anti-government areas of the state may be more likely to refuse to sign the agreement. CA will monitor this issue going forward.

Training

FAR staff and supervisors provided extensive feedback about how to improve training. The FAR Implementation team has used that feedback to improve the training curriculum for future rollouts.

CANS F Screener

John Lyons from the Praed Foundation trained the FAR staff to use the CANS F screener in April 2014. CA worked with Tri-West to develop a web-based tool to report on the CANS-F screener. Staff began using the tool on May 1 for all FAR cases. Early feedback from the staff is that they did not find the tool to be helpful for a number of reasons:

1. Having the tool in a separate web-based application makes it too cumbersome to use in every day work.
2. It is not clear to some staff how the tool is helpful to identify services for families
3. The CANS-F screener is being used to fulfill a requirement, not as a tool to help identify services for families, in part because it is required for all families and not only families who need services.

In response to the feedback, the FAR team received from staff, in June CA had a focus group to address the concerns that included a supervisor and a FAR worker from each of the three offices. They proposed:

1. Until staff can enter the CANS-F directly into FamLink, the FAR staff will complete the CANS-F Screener in a hard copy with the family. Once they complete the tool, they will upload a copy into FamLink and send a copy to headquarters staff to do the data entry, so that the information from the tool is not lost.
2. Additional training on the purpose of the tool, including a crosswalk between the screener and appropriate services.
3. Only completing the CANS-F screener for families who need services (either paid or community services)

The FAR team took the proposal to the FAR steering committee and received permission to change the process for the CANS-F screener. The FAR team is working with staff to develop clear policy about when the CANS will be required.

III. Evaluation Status

This reporting period marks the first six-months of FAR pathway implementation in Washington and the third quarter since the start of the evaluation. Currently, evaluation progress has largely met timelines established in the approved Evaluation Plan. There have been minor delays in developing a final fidelity monitoring protocol due to the need to gather information about fidelity and program implementation activities being conducted by DSHS management staff as well other organizations. This is discussed in greater detail in subsequent sections of this report.

Evaluation activities during this reporting period centered on finalizing the project Evaluation Plan and developing a formal data request of records to be extracted from FamLink (the Washington State SACWIS system) for submission to the DSHS Research and Data Analysis (RDA) office. In addition, TriWest Group (TriWest) completed the following major evaluation tasks:

- Completed site visits in each of the initial three offices implementing FAR and conducted key informant interviews with staff responsible for implementation;
- Created a web-based data system to collect and store data related to the CANS-F (Child and Adolescent Need and Strengths) assessment conducted by caseworkers;

- Received an exempt determination from the Washington State IRB, allowing us to proceed with evaluation activities without awaiting further approval; and
- Began development of fidelity measurement and family survey data collection protocols.

Numbers of children and families assigned to the demonstration

The table below shows the number of FAR intakes, by month, for each of the three offices currently implementing the model. Each intake represents a family assessed as being eligible for FAR and assigned to a caseworker.

Month	Number of FAR Intakes (Families)			Total
	Aberdeen	Lynwood	Spokane ⁷	
January 2014	31	43	46	120
February 2014	37	43	44	124
March 2014	36	50	45	131
April 2014	36	45	54	125
May 2014	28	43	38	109
Total for the period	168	224	227	609
Average monthly	33.6	44.8	45.4	121.8
Predicted Average Monthly Caseload	22.5	41.5	45.9	--

Average monthly intakes per office are consistent with the predicted caseloads for each site. Therefore, sample sizes are on target to meet expectations. However, the count of cases reported here represents FAR intakes and do not necessarily guarantee that the families will enter the FAR pathway. Yet, anecdotal information from caseworkers, supervisors and RDA suggests that very few families are declining FAR.

As was noted in the final Evaluation Plan, current predicted demonstration project sample size estimates vary from the original IV-E Waiver application due to delays in office-level implementation of FAR. However, predicted demonstration project sample sizes are more than sufficient to conduct all proposed analyses.

Once complete data extracts are received from RDA, TriWest will conduct a detailed analysis to definitively assign families to the FAR demonstration treatment group. This is the first step in developing a matched comparison group using the propensity score matching process described in the Evaluation Plan. As a result, finalized counts of families and individuals served will be available in the next semi-annual report.

⁷ Represents implementation in only two zip codes within Spokane.

Major evaluation activities and events

The table below detail evaluation activities for this semi-annual reporting period.

January – June 2014

Date	Activity	Audience
January 13, 2014	Submitted 3 rd Draft Evaluation plan to WA FAR team	Children's Administration, TriWest, DSHS Research and Data Analysis
January 14, 2014	Monthly meeting between TriWest and WA FAR evaluation team	Children's Administration, TriWest, DSHS Research and Data Analysis
January 21, 2014	Submitted 2 nd Draft Logic Model to WA FAR team	Children's Administration, TriWest, DSHS Research and Data Analysis
February 11, 2014	Monthly meeting between TriWest and WA FAR evaluation team	Children's Administration, TriWest, DSHS Research and Data Analysis, ACYF
February 24, 2014	Washington State IRB exemption granted	TriWest, Washington State IRB
March 3, 2014	Lynnwood site visit; key informant interviews conducted	Children's Administration, TriWest
March 11, 2014	Monthly meeting between TriWest and WA FAR evaluation team	Children's Administration, TriWest, DSHS Research and Data Analysis
March 17, 2014	Submitted 4 th draft Evaluation Plan to WA FAR team	Children's Administration, TriWest, DSHS Research and Data Analysis
March 21, 2014	Key informant interview conducted with provider	Pioneer Human Services, TriWest

Date	Activity	Audience
April 1, 2014	Attended Parent Advisory Committee meeting	PAC, Children's Administration, TriWest
April 1, 2014	Updated draft Key Informant Interview Templates	TriWest
April 7, 2014	Updated activities on Quarterly Progress Report	TriWest
April 7, 2014	Updated draft Site Visit Purpose Summary	TriWest
April 7, 2014	Submitted Quarterly Progress Report (2 nd Quarter)	Children's Administration
April 8, 2014	Monthly meeting between TriWest and WA FAR evaluation team	Children's Administration, TriWest
April 8, 2014	Aberdeen Site Visit/Key Informant interviews	Children's Administration, DSHS Aberdeen office, TriWest
April 10, 2014	Sent draft conference presentation – 75 word abstract	Children's Administration, TriWest
April 23, 2014	Test run of CANS-F Training	TriWest
April 23, 2014	GoToWebinar Training for FAR Caseworkers – CANS-F	Children's Administration, various DSHS offices, TriWest
April 24, 2014	GoToWebinar Training for FAR Caseworkers – CANS-F	Children's Administration, various DSHS offices, TriWest
April 29, 2014	GoToWebinar Training for FAR Caseworkers – CANS-F	Children's Administration, participating DSHS offices, TriWest
April 25, 2014	Conducted Aberdeen provider key informant interview	Children's Administration, DSHS Aberdeen office, TriWest
May 1, 2014	Meeting to discuss PAC volunteers/family surveys	Children's Administration, TriWest

Date	Activity	Audience
May 5, 2014	Lightspoke invitation emails sent to FAR Caseworkers	Children's Administration, participating DSHS offices, TriWest
May 8, 2014	Reviewed key informant interview summaries during weekly internal meeting	TriWest
May 14, 2014	Monthly meeting between TriWest and WA FAR evaluation team in Spokane; Spokane site visit; conducted key informant interviews	Children's Administration, DSHS Spokane office, TriWest
May 14, 2014	Meeting to discuss data elements	TriWest, DSHS Research and Data Analysis
June 2, 2014	Data meeting with Dan Ashby	Children's Administration, TriWest, DSHS Research and Data Analysis
June 10, 2014	Attended FAR Evaluation Work Group Meeting – Olympia, WA	Children's Administration, TriWest
June 23, 2014	Completed Phase I Key Informant Interview Draft Summary	TriWest

Evaluation efforts during this period have focused on finalizing our request for data extracts from the DSHS Research and Data Analysis unit (RDA) and the Children's Administration (CA) Finance Division. This document, developed collaboratively with RDA and CA, has been finalized and will be submitted formally in July 2014, allowing data extracts to be shared with TriWest for reporting in the next semi-annual period. The requested data includes variables that will be used in developing the propensity score matched control groups, as well as the process, outcome, and costs sections of the evaluation.

In addition, the evaluation team is working with FAR trainers to identify core elements of FAR implementation and has begun the process of developing tools and protocols to measure program fidelity.

The fidelity evaluation will focus on three main areas of the FAR implementation:

- Caseworker training and resources
- Caseworker practice and family engagement
- Assessment process and fit with case planning/case management
- Services and service delivery

Data for the evaluation will be collected from records in FamLink, caseworker key informant interviews, family surveys and case reviews.

Evaluation Area/Research Questions	Data source
Caseworker training and resources	
Do caseworkers receive sufficient training to implement proper casework practice?	Key informant interviews
What is the average caseload for FAR caseworkers? For investigative caseworkers?	FamLink Key informant interviews
Caseworker practice and family engagement	
Length of case: Are FAR cases being closed within the 45 days (or 90 days in cases of extension) case window?	FamLink
Do families feel engaged, included and invested in their cases?	FamLink (family acceptance of FAR) Key informant interviews Family surveys
Do caseworkers ask families before talking to children?	Key informant interviews Case reviews Family surveys
Do caseworkers include families in the assessment and case planning process?	Key informant interviews, Family surveys
Assessment Process, Case Plans and Service Delivery	
Does the assessment focus on family developmental stages, specific tasks and challenges? Does it identify patterns and behaviors leading to problem behavior?	Case reviews
Does the case plan reflect a focus on specific prevention skills (and include existing family strengths)?	Case reviews
Does the case plan contain objectives and tasks that are specific, measurable, assessment based, realistic, responsibility assigned, and time-framed?	Case reviews
Does case planning reflect family input, so that service referrals match families' view of their own needs?	Case reviews Family surveys
What services do FAR families receive?	FamLink

Challenges to the implementation of the evaluation and the steps taken to address them

There have been no significant delays to the implementation of the Evaluation Plan. Washington DSHS has collaborated closely with the evaluation team and provided access to the staff necessary to conduct critical activities. With the exception of the fidelity evaluation protocol, which is still under development as discussed above, all evaluation activities are underway.

IV. Significant Evaluation Findings to Date

To date, TriWest has worked on two preliminary data collection projects. A web-based data system was designed for caseworkers to record family needs as measured by the CANS-F screener. In addition, qualitative data was collected during site visits with the first three FAR implementation offices. TriWest conducted key informant interviews with FAR caseworkers, supervisors, and providers, as well as regional administrative personnel.

Findings from these interviews can be found in the Key Informant Interview Report attached as Appendix B to this document. The following points have been extracted from this report to highlight some of the key findings.

- The FAR Supervisor position and the majority of social worker positions were filled from existing staff in each office. One social worker in Lynnwood and Aberdeen and two in Spokane were hired from outside the office.
 - The extent of the movement of staff between sections and the associated position vacancies were disruptive. It was suggested that FAR offices hire FAR and replacement staff early and be fully staffed before starting the program.
- Caseworkers indicated that it would be helpful if training was more tailored and in depth, incorporating different levels of training geared toward caseworkers' experience and/or skill levels.
 - For example, some needed training on family engagement, while others previously had that training. With many caseworkers coming from non-investigative positions, it was suggested that training include more investigative content. Caseworkers were generally not expecting the level of risk they encountered and some felt they could have been more prepared.
- The focus on family engagement in FAR was viewed as very positive. Interviewees felt this focus could influence social worker practice beyond FAR.
- The majority of interviewees rating family engagement said families were either more or much more engaged in the case process.
- The ability to involve community partners and provide non-contract services increases caseworker flexibility, reinforces family choice and increases family involvement and connections to long-term resources and supports.
- Overall, interviewees viewed the changes in caseworker engagement with families as less adversarial and more positive, with caseworkers engaging families as partners.
- Offices' experience with family assessment, referral, services and engagement have provided important feedback for the success of FAR generally and for other offices.

TriWest also worked with DSHS to implement the CANS-F screener with caseworkers in the FAR offices. The CANS-F asks caseworkers to rate the level of a family's need of service in each of 14 need areas. For each area, caseworkers are asked to rate the family needs as follows:

NEEDS KEY SCALE = Please rate the highest level of need in the **past 30 days** (unless otherwise specified)

0 = No evidence or no reason to believe that the rated item requires any action OR potential strength.

1 = A need for watchful waiting, monitoring, or possibly preventive action; mild history.

2 = A need for action. Some strategy is needed to address the problem/need; moderate need.

3 = A need for immediate or intensive action. Indicates immediate safety concern or priority for intervention.

Implementation of the CANS-F screener occurred late in the period. As a result, approximately one month of data has been entered into the system to date. It is too early to assess the data. Tri-West is working with CA to evaluate changes to the requirements for the CANS-F.

V. Recommendations & Activities Planned for Next Reporting Period

CA Plans to:

- Implement FAR in phase two offices (additional zip codes in Spokane, Lincoln County, Ellensburg, Mount Vernon, Martin Luther King, Jr. office, East Pierce County, and Stevenson) on July 14, 2014. CA will implement phase three offices (Richland, Moses Lake, Sky Valley, Oak Harbor, the Peninsula, Vancouver, and additional zip codes in Spokane) in October. The office, regional, and headquarters FAR leads will continue to prepare an additional seven offices for FAR implementation in January.
- Continue building community resources and relationships.
- Engage philanthropic partners to create web-based community forums to access help for all families.
- Continue to gather feedback from our staff about the program's successes and challenges and how to improve training, policy, and support from the state and regional level.
- Provide additional training, as needed, to the FAR phase one offices
- Continue to evaluate the intakes assigned to FAR and identify any trends for FAR intakes that transfer to investigations or result in a dependency.
- Attend the Kempe Center's Differential Response Conference in Seattle November 12- 14. CA plans to present a panel on the public private partnerships developed because of the FAR implementation and will work with Tri-West to report information about preliminary data they have collected.
- Continue to work with Tri-West to inform their evaluation.
- Attend the IV-E Waiver conference in Washington, DC July 28-30.

The CA project plan is Appendix C.

VI. Child Welfare Program Improvement Policies

Children's Administration updated its policies in 2012 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. During the 2013 and legislative sessions, the legislature passed another component of the Federal Fostering Connection Act, increasing the number of youth who are eligible for extended foster care in Washington State. It also expanded extended foster care services to include participation in a program or activity designed to promote or remove barriers to employment.

Transitions staffing for youth turning 17.5 monitored monthly by regional independent Living leads. Each month, FamLink provides a list of youth who are due for these staffings. Caseworkers receive a FamLink tickler (reminder) once the youth turns 17. The Transition staffing may be held anytime between the time the youth turns 17 and 17.5 years old. CA encourages caseworkers to complete the staffing closer to age 17 and follow up monthly on their case plan until they transition. The Independent Living lead contacts the assigned caseworker to ensure a staffing occurred and documented in FamLink. CA consistently has these transition staffings more than 95% of the time.

Washington State Transitions Staffing Summary

Compliance	Reason	1/1/2014		2/1/2014		3/1/2014		4/1/2014		5/1/2014		Total	
No	Staffing occurred after age 17.5	0	0.0%	1	2.4%	0	0.0%	0	0.0%	0	0.0%	1	0.6%
	Staffing occurred before age 17	1	2.6%	0	0.0%	0	0.0%	0	0.0%	2	6.7%	3	1.7%
	No staffing	0	0.0%	1	2.4%	1	3.2%	1	2.8%	0	0.0%	3	1.7%
	Non-compliant total	1	2.6%	2	4.9%	1	3.2%	1	2.8%	2	6.7%	7	4.0%
	Staffing occurred between age 17 and 17.5	14	36.8%	15	36.6%	12	38.7%	14	38.9%	5	16.7%	60	34.1%
Yes	Staffing occurred within 30 days of age 17.5	23	60.5%	24	58.5%	18	58.1%	21	58.3%	23	76.7%	109	61.9%
	Compliant total	37	97.4%	39	95.1%	30	96.8%	35	97.2%	28	93.3%	169	96.0%

Appendix A: Family Assessment Response (FAR) Targeted Case Review

General Questions:

The following areas of practice are not specific to FAR; however, they are important areas of practice for cases open in all program areas.

1. Were actions taken to identify if the child(ren) had Indian ancestry?

Full Compliance:

Actions were taken to discover if the child(ren) had American Indian/Alaska Native ancestry for both sides of the family by asking all available parents, and/or relatives, if the parent(s) was unavailable. This was documented on the Indian Identity form, case notes or other documents in the ICW section of the case file, *or*

Correspondence (letters or e-mail) from the Tribe were located in the case file indicating the mother/father's Tribal affiliation, *or*

There were other persons that reasonably could be expected to have information and they were asked regarding the child's Indian status.

Partial Compliance:

Actions were taken to discover if the child(ren) had American Indian/Alaska Native status for one side of the family by asking one available parent and/or relatives, but not both available parents and/or relatives.

Non-Compliance:

Actions were not taken to discover if the child(ren) had American Indian/Alaska Native status for either side of the family.

Not Applicable:

No parent(s) or relatives were available, *or*

For father; paternity was not established and the alleged father(s) did not acknowledge paternity.

2. If the parent or relative identified that the child(ren) had Indian ancestry with a federally recognized Tribe, was the Tribe(s) contacted to determine the child(ren)'s Indian status?

Full Compliance:

An inquiry letter and an ancestry chart were sent to all identified federally recognized Tribe(s) to determine the child(ren)'s status, *or*

Case notes or other documents in the ICW section of the case file indicated all Tribes were contacted.

Partial Compliance:

There was more than one identified federally recognized Tribe and half or more, but not all of the identified Tribes were contacted to determine the child(ren)'s Indian status.

Non-Compliance:

The Tribe was not contacted to determine the child(ren)'s Indian status, *or* There was more than one identified Tribe and less than half of the identified Tribes were contacted to determine the child(ren)'s Indian status.

Not Applicable:

The parents, family, or the case record did not indicate that the child was Native American.

3. If the Tribe(s) confirmed the child was a member of or eligible for membership with a federally recognized Tribe, was there ongoing consultation and collaboration with the Tribe(s)?

(Applies to cases in which the federally recognized Tribe has confirmed the child's membership status. Consider whether the Tribe has indicated that they wish to formally intervene or participate informally.)

Full Compliance:

The Tribe(s) confirmed the child was a member or eligible for membership and there were ongoing efforts to include the child's Tribe(s) in case planning activities including ongoing consultation and collaboration on the following when applicable:

- Identification of services to the family to prevent the break up or to reunify the family;
- Recommending placement and permanency goals;
- Managing risk and safety threats; and
- Meeting the child and family needs.

Partial Compliance:

There was more than one Tribe(s) that confirmed the child was a member or eligible for membership and there were ongoing active efforts to include half or more, but not all Tribes.

Non-Compliance:

The Tribe(s) confirmed the child was a member or eligible for membership and ongoing efforts to include the child's Tribe(s) in case planning activities including ongoing consultation and collaboration did not occur.

Not Applicable:

The parents, family, or the case record did not indicate that the child was Native American, *or* The Tribe(s) determined the child(ren) was not a member or eligible for membership, *or* Determination of the child(ren)'s American Indian/Alaska Native status was pending with the Tribe(s).

4. If this was a Limited English Proficient (LEP) or American Sign Language (ASL) family, were translation and/or interpretive services provided?

(Translated documents include the FAR Family Agreement, safety plans, service referrals and letters and correspondence.)

Full Compliance:

Translation and/or interpretive services were provided to meet the communication requirements needed by the family.

Partial Compliance:

Translation and/or interpretive services were provided in half or more, but not all of the communication requirements needed by the family.

Non-Compliance:

Less than half of the translation and interpretive services were provided to meet the communication needs of the family.

Not Applicable:

The family/child did not require translation and/or interpretive services.

5. Was there adequate safety assessment and planning regarding other adults who resided in the parent/guardian's home in a caregiver capacity to the child or with frequent unsupervised access to the child?

(This applies to all cases where the child(ren) remained in the parent/guardian home, or visited the parent/guardian home when there were other adults in the home in a caregiver capacity to the child, or had frequent unsupervised access to the child.)

Full Compliance:

There were other adults who resided in the parent/guardian's home who may be in a caregiver capacity to the child or having frequent unsupervised access to the child and adequate information was gathered to identify, assess and address risk and safety threats to the child. This included when applicable:

Interviews with the parent/guardian to determine if other adults in the home were in a caregiver capacity or had frequent unsupervised access to the child;

Interviews with the parent/guardian and other adults related to current or past concerns regarding mental health, substance abuse, criminal history and domestic violence;

Interviews with the child regarding the "other adults" child care responsibilities and whether the child felt safe;

Completion of a FamLink check;

Collateral contacts when necessary to assess the safety of the child regarding the "other adult" and

Safety planning when safety threats were identified to address the ongoing safety needs for the child(ren).

Non-Compliance:

There were other adults who resided in the parent/guardian's home in a caregiver capacity or who had frequent unsupervised access to the child and adequate information was not gathered to identify, assess and address safety threats to the child(ren).

Not Applicable:

The child was in out-of-home care during the last year and did not have unsupervised visits at the parent/guardian home, *or*
There were no other adults residing in the child's home or adults who had frequent unsupervised access to the child.

6. Was safe sleep assessed and addressed if an infant was residing in the household?

(This applies to cases with a child 12 months or younger residing in the parent/guardian household).

Full Compliance:

An infant resided in the parent/guardian's home and safe sleep was adequately assessed and addressed. There was a discussion about infant safe sleep with the caregiver and the infant sleep environment was evaluated, to include when applicable:

- Safe sleep location (address risk of co-sleeping);
- Safe sleep position (place baby on their back for sleep);
- Safe sleep area (such as crib or bassinette);
- Safe sleep environment (temperature, smoke free, eliminating curtain or blind cords and soft objects such as stuffed animals, pillows, blankets and clothing within the sleep area);
- Not propping a bottle over a blanket or an object for the baby to self-feed; *and*

When there were concerns regarding infant safe sleep, there was a discussion with the parent/guardian regarding how to create a safe sleep environment and the sleep environment was made safe prior to the end of the home visit.

Non-Compliance:

Infant safe sleep was not adequately assessed. There was not a discussion with the parent/guardian about infant safe sleep and the infant sleep environment was not evaluated, *or*
There were concerns regarding the infant's sleep environment and adequate follow up to the concerns were not addressed.

Not Applicable:

There were no children 12 months or younger residing in the household.

7. When there were indicators of domestic violence (DV), was there an adequate assessment of the child's safety related to DV and were appropriate services offered?
(This applies to cases with children in the home when DV is relevant to the current family circumstances)

Full Compliance:

There were indicators of DV and an assessment of the child's safety was completed. The assessment included when applicable:

- Interviews with family members that were conducted separately;
- The degree of access the DV perpetrator has to the child;
- The children's actions or proximity during the DV incident(s);
- Caregiver characteristics at the time of DV (e.g. substance abuse, mental health). This includes both the perpetrator and victim if both were caregivers of the child(ren);
- Frequency and severity; and
- The use of weapons or threats to kill.

If DV impacted the child(ren's) safety, appropriate services were offered and may include:

- DV advocacy for the DV victim;
- Contact information for shelters;
- Support groups;
- DV perpetrator assessment; and
- Perpetrator treatment programs.

Non-Compliance:

There were indicators of DV and an assessment of the child's safety related to the DV was not completed, *or*

There were indicators of DV and appropriate services related to the DV were not offered.

Not Applicable:

There were no indicators of domestic violence, *or*

There were no children in the home.

FAR Questions:

The following questions are specific to the quality of FAR practice.

8. Was the parent/caregiver contacted in advance to arrange the initial meeting unless a significant safety concern required an unannounced home visit?

Full Compliance:

The parent/caregiver was contacted in advance by phone to arrange the initial meeting, unless a significant safety concern required an unannounced home visit, **or**

Sufficient attempts were made to contact the parent by phone in advance to arrange the initial meeting; however, attempts were unsuccessful, therefore an unannounced home visit was made, **or** A working phone number for the parent/caregiver was not listed and attempts were made to locate a phone number prior to an unannounced home visit.

Non-Compliance:

The social worker made an unannounced home visit without sufficient attempts to contact the family by phone in advance. There was no documentation there was a significant safety concern, *or*

A working phone number was not listed for the parent/caregiver and attempts were not made to locate a phone number prior to an unannounced home visit.

Not Applicable:

The case was not open to FAR during the last six months, *or*

There was a significant safety concern that required an unannounced home visit.

9. Did the Initial Face-to-Face (IFF) contact with all child victims occur, or were sufficient attempts made, within the required 72 hour response time?**Full Compliance:**

The IFF contact with all alleged child victims occurred timely, *or*

There were sufficient attempts to complete the IFF, within the required 72 hour response time.

Non-Compliance:

The IFF contact with all alleged child victims did not occur within the required 72 hour response time, *or*

Sufficient attempts were not made to see the child within the 72 hour response time.

Not Applicable:

The case was not open to FAR during the last six months, *or*

The IFF or attempted IFFs did not occur due to a rationale supported by policy:
(Regardless if an extension or exception was completed and approved)

- Coordination with law enforcement or other community resource;
- The child's safety may be compromised;
- The child was placed in protective custody and transported to foster care;
- The child was placed on a hospital hold or protective custody;
- The intake relates to the alleged abuse or neglect of the child by one parent (subject) and the child was residing with the other parent;
- The child was deceased; or
- The child moved out of state.

10. When there was a supervisory extension or exception to the initial face-to-face contact (IFF), was the decision supported by policy, and did timely efforts to see the child(ren) occur?

Full Compliance:

Extensions:

The rationale for a time limited extension was supported by the circumstances of the case, approved by the supervisor and timely efforts to see the child occurred. Time limited extensions supported by policy for 72 Hour IFF include:

- Coordination with law enforcement or other community resources (e.g. sexual assault clinics) was needed and there is a rationale to delay face-to-face contact with the child to coordinate the investigation;
- The child(ren) was unable to be located within the 72 hour timeframe despite face-to-face attempts. The social worker shall continue to make efforts to locate and initiate the face-to-face contact with the alleged child victim(s) as soon as possible; or
- The child(ren)'s safety may be compromised by conducting the initial face-to-face contact within 72 hours and the Area Administrator has approved a time-limited extension.

Exceptions:

The rationale for an exception was supported by policy, the circumstances of the case and the exception was approved by the supervisor.

- The child(ren) could not be located and diligent efforts have been made;
- The child was deceased; or
- The child(ren) moved out of state.

Non-Compliance:

An exception or extension was approved by the supervisor, but it was not supported by policy or the circumstances of the case, **or**

The initial extension was supported by the circumstances of the case by policy, however timely efforts to see the child did not occur.

Not Applicable:

There was no extension or exception to the IFF, **or**

The 72 hour IFF was completed within required timeframes, **or**

The case was not open for FAR during the last six months.

11. Was comprehensive information gathered to assess the safety of all children in the household?**Full Compliance:**

There was a comprehensive assessment of the child's safety that took into consideration prior intakes and case history. There were efforts to gather comprehensive information to assess the safety of the children through the following when indicated:

- Child interviews;
- Parent interviews;
- Obtaining parental permission to make collateral contact with family members;
- Obtaining parental permission to make collateral contact with professionals with knowledge of the family or incident;
- Obtaining parental permission to make medical collateral contact;
- Contact with a Regional Child Abuse Medical Consultant;
- Review of law enforcement reports and other written information; and
- Review of FamLink history on adults in the home and obtaining parental permission for background checks.

Non-Compliance:

Comprehensive information was not gathered to assess the safety of the children in the household.

Not Applicable:

The case was not open to FAR during the six months.

12. Was a Safety Assessment completed that accurately identified if the child was safe or unsafe? (Answer this question when sufficient information was gathered to determine if safety threats were present.)**Full Compliance:**

A Safety Assessment was completed for the intake assigned to FAR that accurately identified the child as safe or unsafe by answering the 17 criteria correctly. Identified safety threats met the five safety threshold criteria to determine if the child was safe or unsafe. Safety threats met the following safety threshold criteria:

- Severe consequences to the child;
- Immediate or will occur in the near future;
- Vulnerable child in relation to the safety threats;
- Out-of-control; no responsible parent or adult in the home that can prevent the threat; and
- Behaviors and conditions that were specific, observable and clearly understood.

Non-Compliance:

The case was open to FAR for 30 days or more and the Safety Assessment was not completed, *or* The Safety Assessment was completed; however, did not accurately identify the child as safe or unsafe.

Not Applicable:

A Safety Assessment was completed; however, sufficient information was not gathered. From the information that was gathered, it could not be determined if the child was safe or unsafe, *or* The case was open to FAR less than 30 days.

13. If the child was unsafe and remained in the home, was an In-home Safety Plan developed?

(Answer this question for an unsafe child who remained in the home during the FAR intervention, regardless of whether the Safety Assessment accurately identified the child as safe or unsafe.)

Full Compliance:

The child was unsafe, remained in the home, and an In-home Safety Plan was developed.

Non-Compliance:

The child was unsafe, remained in the home, and an In-home Safety Plan was not developed.

Not Applicable:

The child was safe.

14. Did the In-home Safety Plan(s), sufficiently address safety threats to children in the home?**Full Compliance:**

The In-home Safety Plan sufficiently addressed all safety threats to the child and included:

- Activities/tasks that address safety threats by suitable and reliable participants;
- Supports, safety services and actions at critical times when safety threats existed;
- Use of the family's suitable, formal and informal supports to manage safety threats;
- Identified participants who are allied with the child, able to protect and notify CA if safety threats were present;
- How and when the social worker will monitor the Safety Plan; and
- Did not rely on parental promises.

Non-Compliance:

The In-home Safety Plan did not sufficiently address all safety threats to the child.

Not Applicable:

There was not an In-home Safety Plan.

15. Did a shared planning meeting occur when required?**Full Compliance:**

A FTDM staffing was held when placement of a child occurred or was being considered, **or**

A shared planning meeting was held when the family declined services:

- The child was unsafe and an FTDM was conducted to develop a safety plan,
- The child was safe and a shared planning meeting was conducted to determine if there are appropriate services the family would agree to participate in.

The staffing was used to determine one of the following case disposition options:

- Discuss recommendations and mediate differences about the service plan for child safety
- Transfer the case to a CPS investigation
- File a dependency petition
- Close the case

Non-Compliance:

A shared planning meeting or FTDM staffing was not held when placement of the child occurred or was being considered or when the family declined services.

Not Applicable:

A shared planning meeting was not needed or required.

16. Were there efforts to collaborate with the mother to assess the family's needs and identify appropriate services?

(This includes the biological mother, stepmother or female guardian who reside in the household and may also include a non-custodial mother who has frequent contact with the child(ren).

Full Compliance:

Efforts were made to collaborate with the mother to assess the family's needs and identify appropriate services. Ongoing efforts were made to involve the mother in the case planning and decision making process, unless contrary to the children's safety and best interest. This may include when applicable:

- The mother was provided opportunities to have a voice in the case plan;
- The social worker partnered with the mother to develop the case plan; and
- There was a pattern of ongoing contact with the mother to discuss the case plan and progress towards the case goals by phone and in-person.

Non-Compliance:

Efforts were not made to collaborate with the mother to assess the family's needs and identify appropriate services. Ongoing efforts were not made to involve the mother in the case planning and decision making process, unless contrary to the children's safety and best interest.

Not Applicable:

The mother did not reside in the household and the non-custodial mother was not having frequent contact with the child(ren), **or** The mother was deceased.

17. Were there efforts to collaborate with the father to assess the family's needs and identify appropriate services?

(This includes the biological father, stepfather or male guardian who reside in the household and may also include a non-custodial father who has frequent contact with the child(ren)).

Full Compliance:

Efforts were made to collaborate with the father to assess the family's needs and identify appropriate services. Ongoing efforts were made to involve the father in the case planning and decision making process, unless contrary to the children's safety and best interest. This may include when applicable:

- The father was provided opportunities to have a voice in the case plan;
- The social worker partnered with the father to develop the case plan; and
- There was a pattern of ongoing contact with the father to discuss the case plan and progress towards the case goals by phone and in-person.

Non-Compliance:

Efforts were not made to collaborate with the father to assess the family's needs and identify appropriate services. Ongoing efforts were not made to involve the father in the case planning and decision making process, unless contrary to the children's safety and best interest.

Not Applicable:

The father did not reside in the household and the non-custodial father was not having frequent contact with the child(ren), *or*
The father was deceased.

18. Was there a FAR Family Assessment that was sufficiently comprehensive to evaluate the family's strengths and needs and included an appropriate case plan?**Full Compliance:**

A FAR Family Assessment was completed and approved by the supervisor that was sufficiently comprehensive to evaluate the family's strengths and needs and included an appropriate case plan when needed. The FAR Family Assessment included sufficient information regarding:

- **Current Needs and Challenges:** Nature and extent of the situation that brought the family to the Department's attention.
- **Family situation:** The family's composition and cultural factors, everyday life tasks, what the family has done to keep the child(ren) safe in the past.
- **Parenting practices:** Describe how each parent disciplines and overall parenting practices.
- **Family support:** Describe the family's support system including negative and positive supports.
- **Individual Adult Patterns of Behavior:** Description of how the parent manages his/her life on daily basis. Parent's behavior or condition that may impact child safety and care.

- **Child functioning and development:** - Describe how child functions on a daily basis, capacity for attachment, intellectual functioning, behavior, mental health, education, social skills

Non-Compliance:

The case was open to FAR over 90 days and a FAR Family Assessment was not completed and approved by the supervisor, *or*

A Family Assessment was completed and approved by the supervisor; however, the FAR Family Assessment was not sufficiently comprehensive to evaluate the family's strengths and needs related to child safety, or did not include and adequate case plan.

Not Applicable:

The case was open to FAR for less than 90 days, *or*

The case was not open to FAR during the last six months.

19. Were appropriate community services and concrete resources offered or provided to the family?**Full Compliance:**

The family needed community resources or concrete services. All of the appropriate community services were offered or provided to the family and concrete resources were provided when available.

Non-Compliance:

The family needed community resources or concrete services. All of the appropriate community services were not offered or provided to the family, or concrete resources were not provided when available.

Not Applicable:

The family was not in need of community services or concrete resources, *or*

The case was not open to FAR during the last six months.

20. Prior to case closure, were all concerns related to child safety sufficiently assessed and addressed?**Full Compliance:**

Prior to case closure, all concerns related to child safety were sufficiently assessed and addressed including when applicable:

- Sufficient information was gathered to determine there were no concerns related to child safety or that concerns were low to moderate risk;
- Concerns related to child safety were adequately addressed through a case plan that included community services and concrete resources;
- The case transferred to CPS investigation when the parent declined an interview with the child;
- New allegations of CA/N were reported to intake and addressed as needed;
- When the child was unsafe and remained in the home, there was adequate safety planning and monitoring;
- Placement of the child occurred when the child could not be safely maintained in the home; and
- Monthly health and safety visits occurred with all victims and parents when the case remained open longer than 45 days.

Non-Compliance:

Prior to case closure, sufficient information was not gathered to determine if there were concerns related to child safety, **or**

Prior to case closure, concerns related to child safety were not sufficiently assessed or addressed prior to case closure.

Not Applicable:

The case remained open to FAR.

Appendix B: Key Informant Interview Summary

**Washington State
Title IV-E Waiver Evaluation**

**TriWest Group
Key Informant Interview Summary:**

Phase I

**The Lynnwood Office,
The Aberdeen Office, &
The Spokane Office**

06-26-2014

Introduction

Key informant interviews were conducted at each of the three Phase I FAR Offices: Lynnwood, Aberdeen and Spokane. Interviews consisted of a structured set of questions covering content areas from the process evaluation section of the WA Title IV-E Evaluation Plan.⁸ Three instruments were employed, one each for administrators, caseworkers and service providers. Administrators were asked a set of staffing questions in addition to the questions in the caseworker instrument. Service providers were asked a small subset of questions limited to service provision and family involvement.

All administrators and caseworkers associated with FAR were interviewed in each office. The table below shows the dates of the interviews and the number of interviewees at each office. The interviews were conducted individually for the most part and in groups of two in a few cases.

Phase I Key Informant Interviews			
Office	Date	Type of Interview	Numbers
Total	March – May	Administrator	13
		Caseworker	18
		Provider	5
Lynnwood	March 3, 2014	Administrator	4
		Caseworker	7
		Provider	3
Aberdeen	April 8, 2014	Administrator	4
		Caseworker	4
		Provider	0
Spokane	May 14, 2014	Administrator	5
		Caseworker	7
		Provider	2

⁸ WA Title IV-E Waiver Eval Plan (REVISED 3 20 2014) Final

Summary of Findings

The interviews were used to capture perspectives about how the FAR implementation is going and how it might be changing child welfare practices and the involvement of families.

Interviewees were asked to answer open-ended questions and rate change on a four-point scale to assess the implementation of FAR. Key points are presented below. Ratings and summaries of interviewee's responses are detailed in the body of this report.

Key Points. The following points have been extracted from this report to highlight some of the key findings.

- + The FAR Supervisor position and the majority of social worker positions were filled from existing staff in each office. One social worker in Lynnwood and Aberdeen and two in Spokane were hired from outside the office.

The extent of the movement of staff between sections and the associated position vacancies was disruptive. It was suggested that FAR offices hire FAR and replacement staff early and be fully staffed before starting the program.

- + Caseworkers indicated that it would be helpful if training was more tailored and in depth, incorporating different levels of training geared toward caseworkers' experience and/or skill levels.

For example, some needed training on family engagement, while others previously had that training. With many caseworkers coming from non-investigative positions, it was suggested that training include more investigative content. Caseworkers were generally not expecting the level of risk they encountered and some felt they could have been more prepared.

- + The focus on family engagement in FAR was viewed as very positive. Interviewees felt that focus could influence social worker practice beyond FAR.
- + The majority of interviewees rating family engagement said families were either more or much more engaged in the case process.
- + The ability to involve community partners and provide non-contract services increases caseworker flexibility, reinforces family choice and increases family involvement and connections to long-term resources and supports.
- + Overall, interviewees viewed the changes in caseworker engagement with families as less adversarial and more positive, with caseworkers engaging families as partners.
- + Offices' experience with family assessment, referral, services and engagement have provided important feedback for the success of FAR generally and for other offices.

Staff Preparedness.

The FAR Supervisor position and the majority of social workers positions were filled from existing staff in each office. One social worker in Lynnwood and Aberdeen and two in Spokane were hired from outside the office. All attended the required weeklong FAR training provided by the Alliance for Child Welfare Excellence.

Many respondents appreciated the training, but felt that it could have been better. There seemed to be two points to this conclusion. The first was that the varied backgrounds of the caseworkers meant that some needed training that was not provided as part of the FAR training. For example, some already felt well trained in engagement but needed training in investigation, while others indicated they needed more training in family engagement. There were also some caseworkers who felt the FAR training was too basic. The second point was that the FAR cases have had higher risk levels than anticipated, for which some caseworkers indicated they would have liked to have had more preparation. It was suggested that having a FAR manual would be useful as well.

Staff preparedness for FAR – ratings averaged 2.8 on a 4-point scale. The range of ratings indicating staff was somewhat to very prepared and that preparation is ongoing.

Factors Influencing the Implementation of the FAR Demonstration.

It was clear from discussions with interviewed staff and providers that both challenges and positive changes have accompanied FAR implementation. What also comes across is that **people are excited about the FAR model and are working together in ways that have been limited in the past**. Caseworkers are trained to engage families, but the nature of the relationship in the investigative pathway results in the engagement being less of a partnership than might be desired. Solution Based Casework has been in place in Washington for several years, and the FAR approach facilitates its use and encourages families to be more involved as partners. There is hope that family engagement will improve for more than just the FAR families, that the focus on family engagement in FAR will influence other Child Welfare sections as well.

The ability to provide non-contract services and to involve community partners **increases flexibility for caseworkers and families and increases family involvement and choice**. The emphasis on families as partners has been a very positive change that families like.

These first three offices all appreciated the fact that their experiences with FAR implementation have provided important feedback to the state for successive FAR office implementation to support the success of FAR. Key informants are quite positive about the FAR model, calling particular attention to its emphasis on family partnership and services being driven by family need. However, it was noted that any good caseworker, whether FAR or investigative, already uses this approach, with one caseworker noting that this is just “good social work.”

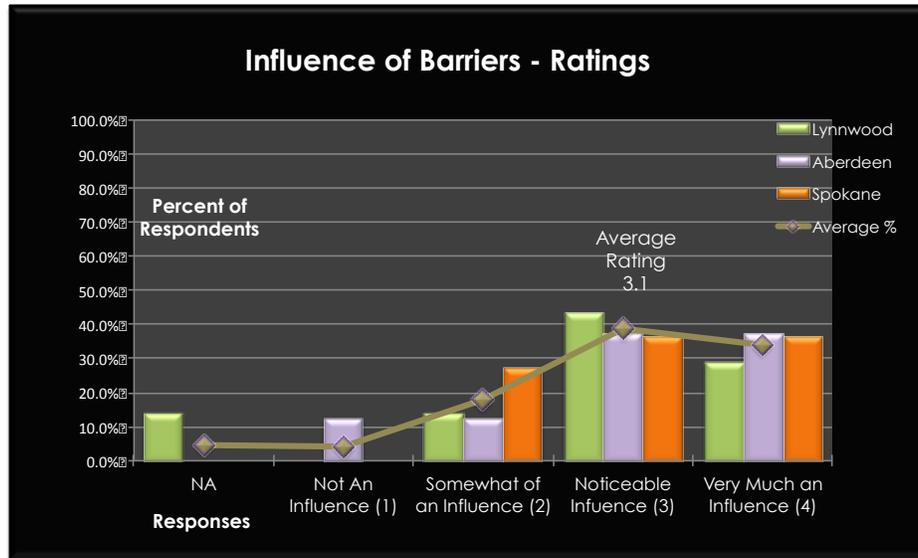
Lessons Learned, Barriers and Positive Changes.

Lessons Learned. Feedback about lessons learned and from the discussion about barriers and positive influences shows that the FAR implementation process has been difficult at times, that there have been barriers that have impeded progress, that working with families and engaging them in the process is very positive, and that people have worked together to support the implementation and make constructive changes. Interviewees emphasized:

- ✚ FAR staff were primarily hired from within each office and had a range of different backgrounds. Although the office and other workers were familiar with FAR, more office-wide support would make the change less disruptive.
- ✚ It is important to start hiring staff early, fill positions, and be fully staffed before starting the program. In particular, vacancies in positions and the extent of the movement of staff between sections was disruptive.
When an office is preparing for FAR implementation, they need to plan on focusing only on FAR. Projects and other efforts that draw administrators and staff away from FAR and can make the transition more difficult.
- ✚ The focus on working with and engaging families in the FAR pathway has been very positive for the families who have been engaged and for the case workers’ professional development. This focus has also extended to the rest of the office in terms of how other caseworkers work with families and in how management and staff work together.
- ✚ It has been very helpful to have offices sharing their experiences and lessons learned with each other. This process of sharing with offices rolling out FAR implementation in later phases is in place and working well.
- ✚ The intake process has resulted in cases being referred to FAR that are higher risk than expected. This has negatively impacted case workers’ ability to manage their entire caseload as they try to meet the needs of the high risk cases within the shortened time frame for FAR. There is also still a need for clarity on the part of intake staff to better understand FAR and which families are a good fit for this model.
- ✚ Given the varied backgrounds of FAR caseworkers, the training that was provided did not meet everyone’s needs. For example, some caseworkers needed investigatory training while others needed more training in family engagement. The FAR training was also felt to

be too basic and did not prepare caseworkers for cases with higher risk levels than anticipated.

Barriers. Ratings of the influence of the barriers listed below averaged 3.1 on the 4-point scale, with just under 40% of respondents on average across offices saying the influence of the barriers was noticeable and another 34% saying there was very much of an influence. Comments from each of the offices are provided below.



Lynnwood

- FAR Office Lead involvement was shortened and has been assigned other non-FAR tasks that have prevented her from being as effective as possible.
- Filling FAR positions from within caused disruptions, including some FAR staff having to cover some CPS cases. Staff turnover, which leads to higher caseloads until positions are filled, also contributes to this disruption.
- Non-FAR staff had to take on additional work as a result of staff being hired into FAR positions. Early on this resulted in somewhat of an “us-and-them” environment that has gone away over time.
- Some cases that have extensive history in the system screen into FAR and may not benefit in the time allotted to FAR. Also, those cases sometimes are already working with a caseworker, and to add a FAR caseworker can be confusing to the family.
- The community resource base is not where it needs to be at this time.
- It is difficult to access EBP services, such as the Positive Parenting Program (PPP), due to a lack of providers. With FAR’s shortened timeline, this is a concern.
- The shortened timeline for getting FAR agreement signed can be a challenge. Language barriers can add to that.

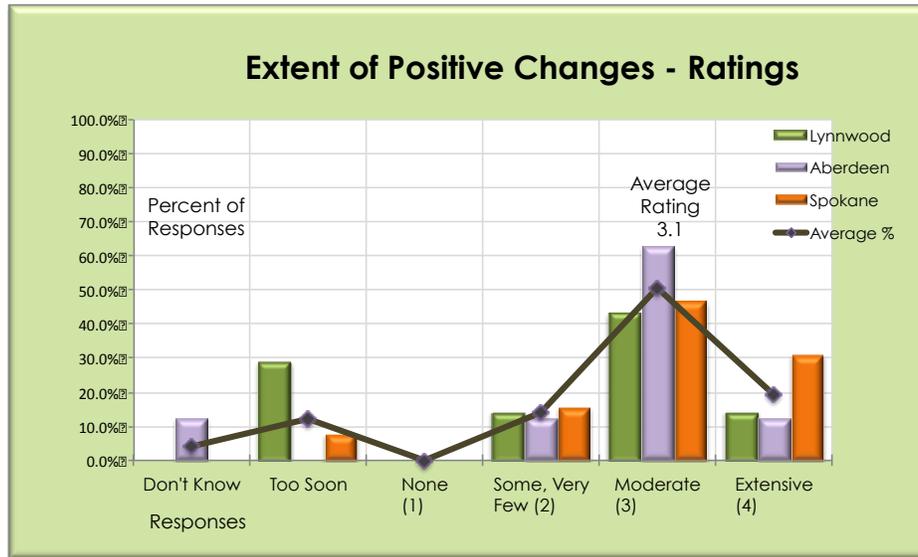
Aberdeen

- The 72 hour response time is a barrier in that it puts a lot of time pressure on the initial meeting and having to meet with the child before it is convenient or possible for the parents. A five day response time was suggested based on the Wisconsin FAR model.
- The 45 day time frame can be a barrier in cases where families need more services (which would require more time). A 60 day time frame was suggested based on the Wisconsin FAR model.
- Giving families a choice to sign the FAR agreement seems to be a false choice because, if families do not sign the agreement, their case goes to investigation.
- Law enforcement involvement is a barrier because of the extra work this involvement creates.
- In some instances, caseworkers were not given all the information they needed to pass on to families.
- Being short-staffed at the beginning was a barrier. Initially, there were only three FAR workers handling a lot of referrals, with a number of cases going over 45 days.
- Hiring staff was noted as a barrier, particularly responding to changes in staff and being able to fill vacancies left by office staff taking FAR positions. This resulted in high caseloads for social workers. Also, there are challenges in trying to attract and hire appropriately credentialed staff in this particular rural area (e.g., limited resources in this community make it less attractive to potential employees).
- Intake workers were not trained initially, which created problems. More hands-on training and support overall would have been helpful. Also, some level of “training” or education about FAR for school staff was needed; it seemed they did not understand the differences between FAR and CPS investigations.
- The payment system was not set up for the first month (they could not purchase concrete services during that time).
- A community resource team (a county team that would have an awareness of resources in the community) was not developed, which created a barrier for FAR implementation.
- The project position (community outreach) does not exist anymore, which will be a barrier going forward.
- Living in a rural community, with the challenges that brings (e.g., high rates of child poverty, chemical dependency, unemployment, teen suicide, teen pregnancy, low education levels, limited resources), may affect their successful outcomes.

Spokane

- Purchase cards for concrete services have not been available as planned. In particular, when there is a shortened time frame for working with a family, anything like this that slows down the process of meeting needs is a barrier. Another example of this is a shortage of cars to get caseworkers to family visits.
- The Intake tool/process is resulting in too many high-risk referrals that are not a good fit for FAR. Those cases take more time and priority and end up taking time away from the appropriate FAR cases. The combination of high-risk cases (that need more time) and needing to engage families intensifies the workload and creates a caseload that is too high.
- Not all workers understand how to work with FAMLINK, resulting in data that may not be accurate. Also, initial problems with FAMLINK were a barrier, though it appears these problems may have been fixed.
- It is not clear that the use of EBPs is working out because of the time constraints. Rather, there needs to be more focus on connections with community resources.
- There is somewhat of a barrier because of the size of Spokane and the number of changes at the administrative level. In addition, there is somewhat of an “us-versus-them” tension between FAR and investigative units. Both units need to understand what the other is doing and how to work together.

Positive Changes. Ratings of the extent of positive changes averaged 3.1 on the 4-point scale. On average across offices, 50 percent of respondents felt the extent of positive changes was moderate. Another 19% felt positive changes were extensive and 14% felt there were some but very few positive changes. Comments from each of the offices are provided below. Raters were hopeful and saw potential for extensive positive changes.



Lynnwood

- The office now has a policy in place that allows services to be offered to lower risk families.
- Involvement of and partnering with the community, including non-profits, has been very positive, with the community looking forward to working with families in a more supportive way to keep them together.
- Information sharing with other offices is beneficial.
- Family engagement will improve for all families, both FAR and investigative. This is partially due to FAR reinforcing the Solution Based Casework approach.
- Morale and job satisfaction have improved.
- Families like the FAR approach better, with no findings and a better relationship between the family and the caseworker. Families seem to be more responsive and willing to engage.

Aberdeen

- The initial phone call provides families with advance notice of meetings with them.
- The community is starting to view CPS as more positive; people are typically grateful for the opportunity to discuss how they can be in charge of their lives.

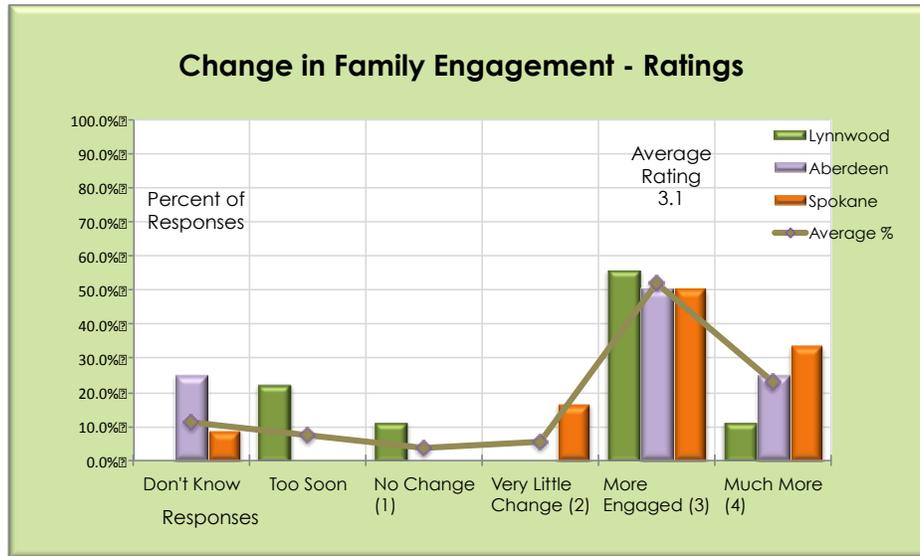
- Community connections are much better than they were. FAR is visible in the community and asking people to take an active role in working with FAR families.
- The implementation of FAR has affected all staff and brought them even closer together.
- FAR is helping get front-end cases managed.
- Training has created a change in how staff talk and feel, and has helped eliminate the negative way people used to talk about families. The training was very motivational and resulted in positive changes in how case consults are conducted (there is now training on the “best fit service”).
- The intake tool helps administrators understand and make better-informed decisions about screening out risk-only families. However, sufficient oversight is needed to ensure that good decisions are being made.

Spokane

- FAR encourages caseworkers to think outside the box. This has resulted in some very positive changes, such as increasing the number of gas providers who accept vouchers and sell gas at a reasonable price. FAR workers appreciate the focus on growing community resources.
- Workers now see families in more positive and strength-based ways. They work with families, rather than telling them what to do. Families are more receptive and the relationship is less stressful. They are also learning that families know what they need better than the caseworkers.
- The opportunity to develop as a professional in the areas of family engagement and consensus building has been helpful. This is empowering to families to have case workers work with them in these ways.

Family Engagement.

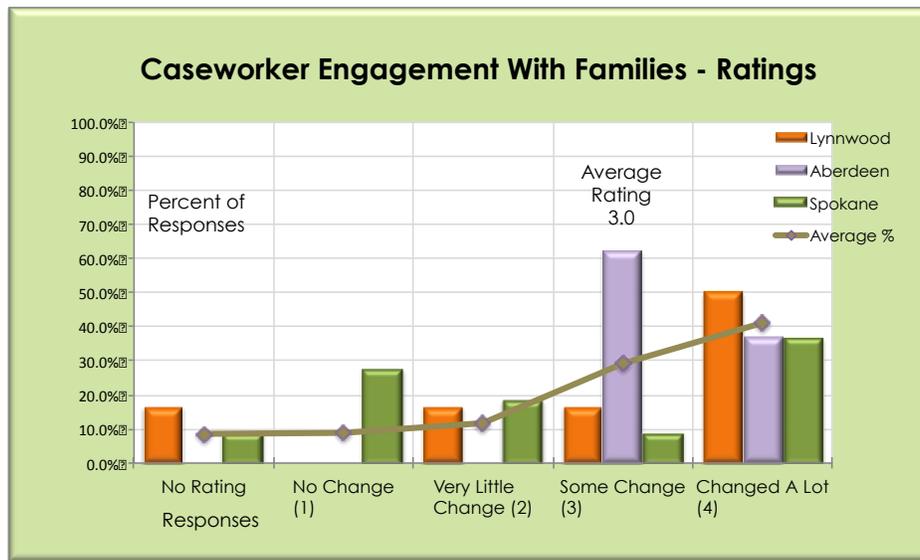
Key informants were asked to rate how much more parents are engaged in the case process as a result of FAR implementation? **An average of 24% of respondents said families were much more engaged, and another 38% said families were more engaged. Ratings averaged 3.1 for the three offices. About 19% said they didn't know or that it was too soon to tell.**



Key informants were also asked if families engage in services more quickly with FAR when compared to the investigative pathway. They provided a range of feedback, with many saying yes and approximately half saying it was either too soon to tell or they did not think there was much change. Working with families varies on a case-by-case basis, with consensus building and family-specific circumstances contributing to how quickly families engage in services. Some feedback indicated that some families continue to deny allegations and decline services, while other families seem to engage more quickly when they feel they are in a position of choosing services they need rather than being told which services to use. Similarly, it was observed that families are more receptive when they have a buy-in through FAR.

Caseworker Practice and Engagement with Families.

Ratings were provided about the degree to which FAR training has changed caseworker engagement with families. **Caseworker engagement has “changed a lot,” according to an average of 41% of respondents. Another 29% said there has been some change. Overall, ratings averaged 3.0 on a 4-point scale from “no change” to “changed a lot.”**

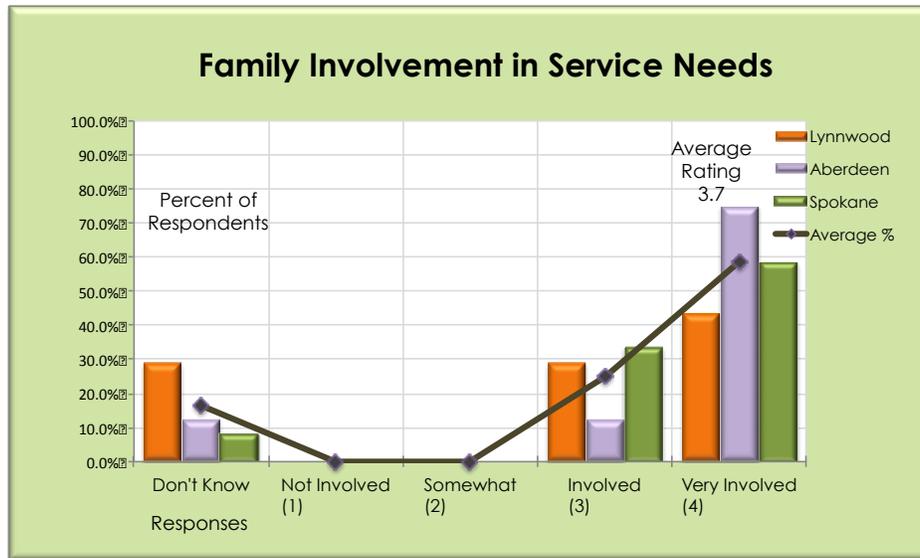


Raters unanimously view the changes in caseworker engagement with families as being less adversarial and more positive, with caseworkers trying to engage families as partners from the beginning. Caseworkers work with parents first to explain FAR, complete an assessment and develop a plan. There is more flexibility and respect in trying to work around the families’ schedules and asking permission to come to their homes for meetings as well as speak with their children.

The rating question was worded as follows: “How much has FAR training changed caseworker engagement with parents?” Some raters focused on the “training” aspect and rated that. However, it is very clear from the positive comments that there has been a change in caseworker engagement with families. The degree to which this change is challenging for caseworkers was viewed as dependent on individual caseworker experience and training as well as the degree to which they previously engaged with families.

Involvement of Families in Service Needs Assessment and Meeting Needs.

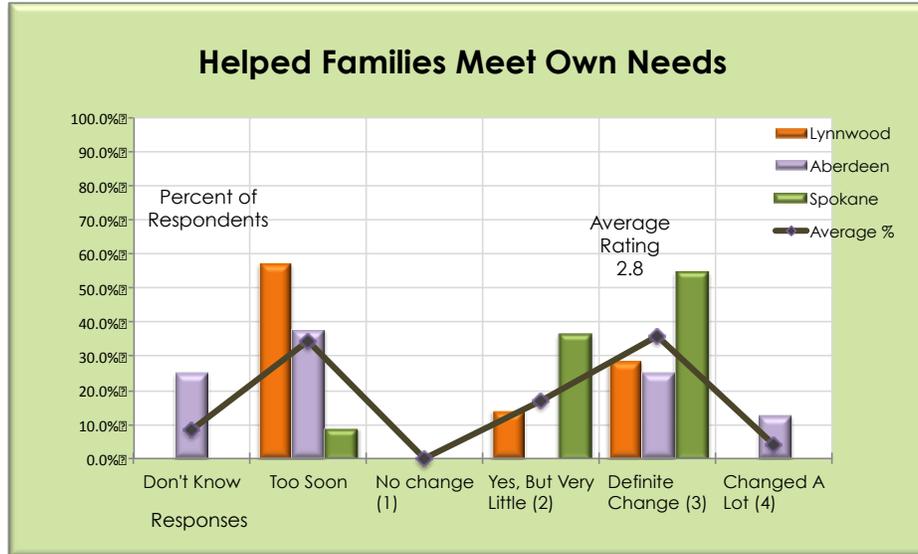
Interviewees were asked if families work with FAR caseworkers to help identify the services and concrete supports that will help the family best support and maintain the safety and well-being of their children. They were also asked to rate this type of family involvement with caseworkers. **Ratings showed families to be very involved, with an average office rating of 3.7. About 59% rated families as very involved and another 25% rated families as involved.** Caseworkers are involving the families to identify service needs and link them with services. At this early point in the FAR implementation, interviewees observed that the needs of families have varied, with some families reporting no or few service needs.



Interviewees were also asked to rate the change in the degree to which the implementation of FAR helped the families’ ability to meet their own needs using community supports. **This is an area where raters’ feedback appeared to be somewhat split between feeling there has been definite change (36%) and indicating that it was too soon to tell (35%). Raters felt that there was change, with an average rating of 2.8, but said they would be in a better position to say more about this with more experience with FAR.**

Interviewees were also asked to rate how much more offices are partnering with community teams, coalitions, etc., since the FAR implementation. Interviewees were aware that the FAR Office Leads are working to develop community resources and **people who did rate this item said that there are “definitely more” community resources available** as a result. It was mostly too soon to rate how much more offices are partnering with the community and how much this

may be impacting family stability. Since the FAR Office Lead role is temporary, there was some concern about how much the community development would continue once the people in those positions leave and that function passes on to the FAR teams.



Interviewees were also asked a series of questions about culturally relevant services in the community, how family engagement might differ across ethnic/racial groups, and how that has changed with the implementation of FAR. Experience early on in the FAR implementation indicated that services for ethnic/racial subgroups of families had changed very little, with raters reporting that it was too soon to have a good feel for how this is going. A few raters made the point that understanding the cultural factors in family engagement was important to their success with families.

Services.

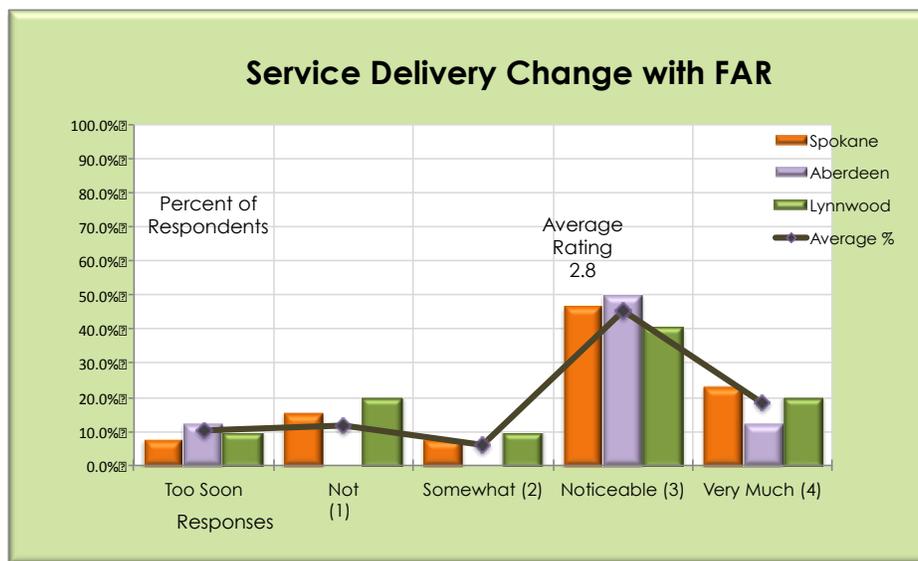
Much of the service system information will come from administrative service data and will be used to describe the services provided prior to and during implementation.

There were a number of service changes associated with the assessment and service process mentioned in interviews:

- 1) The time frame to work with FAR families is shorter (45 days with an extension to 90 days with approval) compared with investigative families. Even with the shortened time frame, the mix of services available to FAR families is better for meeting their needs. There were questions about whether or not some services could still have an impact as evidence-based practices. The focus on family engagement places more emphasis on the family's involvement in service planning and participation.

- 2) The types of services have shifted from contracted to non-contracted services, with an emphasis on using services in the community and community supports. The expanded ability to provide concrete goods and services, and to connect families with community services, has allowed for more creativity and solutions for meeting family needs.
- 3) There is substantial concern about the intake process and the cases that are referred for the FAR pathway. Interviewees felt that sometimes cases assigned to FAR should have been assigned to the investigative pathway and cases assigned to the investigative pathway should have been assigned to FAR. Interviewees felt that the intake process needs clarification and refinement.

Even with these concerns, it is very clear that most **people view the changes associated with FAR assessment, eligibility and referral to be positive. Ratings of the changes in service provision showed this with the average rating 2.8 on a scale from 1 to 4.**



The Role (involvement) of the Dependency Courts in the Demonstration.

Raters reported that, for the most part, the dependency courts are not involved with FAR, and that this level of **court involvement was appropriate.**

The dependency court does not have an active role in FAR implementation; primarily, the court has been informed of the FAR implementation and then becomes involved as necessary. For example, FAR eligible families do not interact with the dependency courts unless they decide not to be in FAR or a caseworker files a dependency petition, at which time the family is assigned to the investigative unit.

Appendix C Family Assessment Response Project Plan

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
1	Family Assessment Response Implementation Project Plan	506 days	Mon 10/1/12	Fri 9/5/14	91%		
2	CA Internal Implementation and Planning	42 days	Wed 10/16/13	Wed 12/11/1	100%	Jeanne and Debbie	FAR Team
3	Identify CA internal policy/FamLink team	22 days	Mon 10/1/12	Tue 10/30/12	100%	Jeanne and Debbie	
4	Schedule regular policy team meetings (involving field staff)	22 days	Wed 1/2/13	Thu 1/31/13	100%	Jeanne and Debbie	
5	Identify CA internal implementation teams - Office Readiness leads (HQ Lead, Regional Leads, Office)	12 days	Wed 11/28/12	Thu 12/13/12	100%	Jeanne and Debbie	
6	Review and approve Roles and Responsibilities document	5 days	Mon 12/31/12	Fri 1/4/13	100%	Jeanne and Debbie	
7	Draft communication for CA staff on FAR leads in Regions and offices on FAR and Kick Off	18 days	Mon 12/10/12	Wed 1/2/13	100%	Jeanne and Debbie	
8	Internal review of communication	1 day	Thu 1/3/13	Thu 1/3/13	100%	Jeanne and Debbie	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
9	Send out communication	1 day	Fri 1/4/13	Fri 1/4/13	100%	Jeanne and Debbie	
10	FAR Kick Off	76 days	Mon 10/1/12	Mon 1/14/13	100%	Jeanne and Debbie	
11	Confirm date, draft agenda, reserve room	5 days	Mon 12/10/12	Fri 12/14/12	100%	Jeanne and Debbie	
12	Send out Hold the Date for FAR Kick Off	1 day	Fri 12/14/12	Fri 12/14/12	100%	Jeanne and Debbie	
13	Develop PowerPoint and resource documents for FAR Overview training to HQ staff and Regional Leads tool	19 days	Mon 10/1/12	Thu 10/25/12	100%	Jeanne and Debbie	
14	Develop high level talking points for Denise and Becky for kick off	14 days	Tue 12/11/12	Fri 12/28/12	100%	Jeanne and Debbie	
15	Internal review of PPT, talking points and other documents	2 days	Mon 1/7/13	Tue 1/8/13	100%	Jeanne and Debbie	
16	Update documents based on feedback	2 days	Tue 1/8/13	Wed 1/9/13	100%	Jeanne and Debbie	
17	Final review	2 days	Wed 1/9/13	Thu 1/10/13	100%	Jeanne and Debbie	
18	Finalize documents and make packets for training	1 day	Fri 1/11/13	Fri 1/11/13	100%	Jeanne and Debbie	
19	Convene Kick Off for FAR/IVE Waiver	1 day	Mon 1/14/13	Mon 1/14/13	100%	Jeanne and Debbie	
21	Confirm date, reserve room,	4 days	Thu 10/17/13	Mon 10/21/1	100%	Alii	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
22	Draft agenda	3 days	Mon 10/28/13	Wed 10/30/13	100%	Dawn, Jeanne	Casey Family
23	Send out save the date	1 day	Fri 10/25/13	Fri 10/25/13	100%	Dawn	
24	coffee service, lunch	1 day	Wed 10/16/13	Wed 10/16/13	100%	Alii	
25	FAR Leadership Forum - for AA's	47 days	Wed 12/18/13	Thu 2/20/14	100%	Dawn, Karolyn	Jeanne, Alii, Casey Family
26	Confirm date (February 20)	2 days	Wed 12/18/13	Thu 12/19/13	100%		
27	Reserve room (Lookout Room - OB2)	1 day	Thu 12/19/13	Mon 2/10/14	100%	Alii	
28	Draft agenda	36 days	Thu 12/19/13	Fri 2/7/14	100%	Jeanne, Dawn	Casey Family
29	Send out save the date	1 day	Fri 12/27/13	Fri 12/27/13	100%	Dawn	
30	order coffee service, lunch	1 day	Fri 2/14/14	Fri 2/14/14	100%	Alii	
31	FAR Leadership Forum - for all supervisors, office and regional leads September 10 - 11, 2014	66 days	Fri 6/6/14	Fri 9/5/14	43%		
32	Confirm date	2 days	Fri 6/6/14	Mon 6/9/14	100%	Dawn	
33	Reserve room	30 days	Mon 6/9/14	Fri 7/18/14	0%	Alii	
34	Draft Agenda	23 days	Thu 6/12/14	Mon 7/14/14	100%	Dawn, Jeanne, Ca	
35	Send out save the date	1 day	Mon	Mon	100%	Dawn	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			6/30/14	6/30/14			
36	order coffee services, lunch	5 days	Mon 9/1/14	Fri 9/5/14	0%	Alii	
37	Supervisors Coaching Sessions (Feb25-26 East side, Feb 27 &28 West)	52 days	Thu 11/28/13	Fri 2/7/14	100%	Dawn, Jeanne	
38	Confirm date, reserve room	21 days	Thu 11/28/13	Thu 12/26/13	100%	Alii, Karolyn	
39	Draft agenda	45 days	Wed 12/4/13	Tue 2/4/14	100%	Dawn, Jeanne	
40	Send out save the date	1 day	Fri 1/10/14	Fri 1/10/14	100%	Jeanne	
41	Order coffee services, lunch	21 days	Fri 1/10/14	Fri 2/7/14	100%	Alii	
42	lodging and room arrangement	34 days	Tue 12/31/13	Fri 2/14/14	100%	Alii	
43	Supervisors Coaching Sessions (July 8-9 Delridge and July 9-10 Delridge)	31 days	Thu 5/29/14	Thu 7/10/14	100%	Dawn	Amy Wood and Amy
44	Confirm date, reserve room	5 days	Thu 5/29/14	Wed 6/4/14	100%	Alii	
45	Draft agenda	9 days	Thu 5/29/14	Tue 6/10/14	100%	Dawn, Jeanne	
46	Send out save the date	1 day	Tue 6/10/14	Tue 6/10/14	100%	Dawn	
47	Order coffee services, lunch	7 days	Wed 6/18/14	Thu 6/26/14	100%	Alii	
48	lodging and room arrangement	26 days	Mon 6/2/14	Mon 7/7/14	100%	Alii	FAR Field leads

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
50	Monthly with FAR Regional and office leads	650 days	Wed 1/1/14	Tue 6/28/16	35%		
51	Kempe Center consultation	1 day	Mon 8/19/13	Mon 8/19/13	100%	Dawn, Jeanne	FAR Team
52	Debrief with philanthropy partners	1 day	Mon 10/7/13	Mon 10/7/13	100%	Dawn, Jeanne	Jennifer ,Randy
53	Letter to philanthropic partners	1 day	Thu 11/14/13	Thu 11/14/13	100%	Dawn, Karolyn	Randy
54	Meetings	960 days	Fri 9/28/12	Wed 6/1/16	28%	Dawn	Jeanne
55	FAR weekly meetings with Edith	704 days	Mon 9/23/13	Wed 6/1/16	4%	Edith	Dawn, Jeanne, Karolyn
56	Convene weekly meeting	870 days	Fri 2/1/13	Wed 6/1/16	50%	Jeanne	Jeanne
57	Convene Monthly Office Leads meeting with field and HQ	854 days	Mon 2/11/13	Wed 5/18/16	99%	Dawn & Jeanne	Alii, Karolyn
58	Monthly meetings with FAR Regional Leads	717 days	Wed 8/21/13	Wed 5/18/16	32%		
59	Monthly Internal Meeting with HQ leads	859 days	Mon 2/18/13	Wed 6/1/16	2%	Dawn	Jeanne, Karolyn, Alii
60	CA Steering Committee Meeting	422 days	Wed 5/22/13	Wed 12/31/1	90%	CA MGT	Dawn, Jeanne
61	Title IV-E Advisory Committee meeting	360 days	Fri 9/28/12	Wed 2/12/14	99%	CA MGT	Dawn, Jeanne
62	Communication Plan	72 days	Wed 11/21/12	Thu 2/28/13	100%	Mindy	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
64	Develop Communication Plan	8 days	Fri 1/18/13	Tue 1/29/13	100%		Mindy
65	Final review of Communication Plan and timelines	14 days	Tue 1/29/13	Fri 2/15/13	100%		MGT
66	Finalize and post communication Plan	8 days	Tue 2/19/13	Thu 2/28/13	100%		Mindy
67	Internal CA Communication	862 days	Wed 12/12/12	Wed 3/30/16	77%	Karolyn	
68	FAQ (CA staff)	24 days	Mon 1/28/13	Thu 2/28/13	100%	Karolyn	Mindy, Tammy, Debbie, Jeanne
69	Update FAQs Monthly as needed	238 days	Mon 2/4/13	Tue 12/31/13	81%	Karolyn	Debbie, Tammy, Mindy, Jeanne
70	Newsletter: 1st Qtr.	47 days	Mon 2/4/13	Tue 4/9/13	100%	Karolyn	Jeanne, Dawn, Mindy, Alii
71	Newsletter: 2nd Qtr.	56 days	Wed 5/1/13	Wed 7/17/13	100%	Karolyn	Jeanne, Dawn, Mindy, Alii
72	Newsletter: 3rd Qtr.	68 days	Thu 8/1/13	Fri 11/1/13	100%	Karolyn	Jeanne, Dawn, Mindy, Alii
73	Newsletter: 4th Qtr.	40 days	Mon 12/16/13	Fri 2/7/14	100%	Alii	Jeanne, Karolyn, Dawn, Mindy
74	Newsletter: 1& 2nd Quarter (Spring & Summer 2014)	31 days	Fri 5/2/14	Fri 6/13/14	100%	Alii	Jeanne, Karolyn, Dawn, Mindy
76	Newsletter: 4th Quarter (Winter 2014)	67 days	Wed 10/1/14	Thu 1/1/15	0%	Alii	Jeanne, Karolyn, Dawn, Mindy
77	Newsletter: 1st Quarter (Spring 2015)	1 day	Wed 12/12/12	Wed 12/12/1	0%		Jeanne, Karolyn, Dawn, Mindy

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
78	External Communication	182 days	Wed 12/12/12	Thu 8/22/13	100%	Mindy	
79	Develop power point adaptable for various audiences	7 days	Thu 1/3/13	Fri 1/11/13	100%	Debbie/Jeanne	Karolyn, MGT, Mindy, Regional Leads
80	Develop FAR at a Glance one page for staff and partners and 4 page (double sided) for Leg	18 days	Wed 1/2/13	Fri 1/25/13	100%	Debbie/Jeanne	Karolyn, MGT, Mindy, Regional Leads
81	Develop Video for stakeholders about FAR	92 days	Wed 12/12/12	Thu 4/18/13	100%	Mindy	
82	Contact local community colleges ad Evergreen State College to determine available resources for developing video (timeframes, costs, etc.)	13 days	Wed 12/12/12	Fri 12/28/12	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
83	Identify individuals to participate in the film, book film dates with videographer, reserve room	7 days	Mon 1/7/13	Tue 1/15/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
84	confirm filming day with participants	13 days	Tue 1/15/13	Thu 1/31/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
86	draft to MGT for review and edits	10 days	Mon 2/4/13	Fri 2/15/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
87	Review and edits of script	4 days	Fri 2/15/13	Wed 2/20/13	100%	CA MGT	Debbie, Jeanne, Karolyn, Mindy

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
88	Filming takes place and preliminary edits	2 days	Thu 2/21/13	Fri 2/22/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
89	Matt Ruhl edits	13 days	Mon 2/25/13	Wed 3/13/13	100%	Matt Ruhl	Debbie, Jeanne, Karolyn, Mindy
90	Final edits and product back from Matt Ruhl	8 days	Fri 3/15/13	Tue 3/26/13	100%	Matt Ruhl	Debbie, Jeanne, Karolyn, Mindy
91	Dub product for leadership review and approval	2 days	Tue 3/26/13	Wed 3/27/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
92	Finalize video	13 days	Thu 3/28/13	Mon 4/15/13	100%	Carolyn	Debbie, Jeanne, Karolyn, Mindy
93	Release video	1 day	Thu 4/18/13	Thu 4/18/13	100%	Mindy	Debbie, Jeanne, Karolyn, Mindy
94	Draft FAQ for Legislators, Governor's Office, IVE Advisory Committee, etc.	19 days	Mon 2/4/13	Thu 2/28/13	100%	Karolyn	Debbie, Jeanne, Mindy
95	Review of FAQ	10 days	Mon 2/4/13	Fri 2/15/13	100%	Karolyn	Debbie, Jeanne, Mindy
96	Finalize FAQs	6 days	Fri 2/15/13	Fri 2/22/13	100%	Karolyn	Debbie, Jeanne, Mindy
97	Post FAQs	1 day	Thu 2/28/13	Thu 2/28/13	100%	Karolyn	Debbie D
98	Draft FAQ for FAR families	20 days	Fri 8/1/14	Thu 8/28/14	0%	Jeanne/Karolyn	FAR Field leads, office leads, Dawn, Je

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
99	Draft FAQ for community partners and business (FUTURE NEED as questions come in)	799 days	Mon 3/11/13	Wed 3/30/16	66%	Mindy	Karolyn
100		4 days	Mon 4/22/13	Thu 4/25/13	40%	Mindy	
101	Send out announcement about Phase 1 office selection	136 days	Mon 4/22/13	Fri 10/25/13	100%	Dawn, Jeanne	Leadership
102	Draft Brochure for community/business outreach on FAR Implementation (Community providers, LE, courts, judges, CASAs, caregivers, hospitals, schools, mandated reporters etc.) both at Regional level and Statewide level	11 days	Mon 4/22/13	Mon 5/6/13	100%	Karolyn	Debbie, Tammy, Mindy ,Jeanne, Regional Leads
103	Internal review and update of brochure	9 days	Tue 5/7/13	Fri 5/17/13	100%	Karolyn	Debbie, Tammy, Mindy ,Jeanne, Regional
104	Send brochure information to Publications for development	1 day	Mon 5/20/13	Mon 5/20/13	100%	Karolyn	Debbie, Tammy, Mindy ,Jeanne, Regional Leads, Publications
105	Publications to Develop brochure	25 days	Tue 5/21/13	Mon 6/24/13	100%	Karolyn	Debbie, Tammy, Mindy ,Jeanne, Regional

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
106	Internal review and approval (back and forth between CA and publications)	10 days	Tue 6/25/13	Mon 7/8/13	100%	Karolyn	Debbie[75%],Tammy[75%],Mindy[75%] Leads[75%]
107	Final review of brochure	4 days	Tue 7/9/13	Fri 7/12/13	100%	Karolyn	Debbie, Tammy, Mindy ,Jeanne, Regional
108	Publications to finalize brochure	2 days	Mon 7/15/13	Tue 7/16/13	100%	Karolyn	Publications
109	Send to printer	1 day	Wed 7/17/13	Wed 7/17/13	100%	Karolyn	Publications
110	Print brochure	5 days	Thu 7/18/13	Wed 7/24/13	100%	Karolyn	Publications
111	Send out Brochure to field	1 day	Thu 7/25/13	Thu 7/25/13	100%	FAR Team	
112	Translate brochure	15 days	Thu 7/18/13	Wed 8/7/13	100%	Karolyn	Translations
113	Review translated brochure	2 days	Thu 8/8/13	Fri 8/9/13	100%	Karolyn	Translations
114	Finalize translated brochure	5 days	Mon 8/12/13	Fri 8/16/13	100%	Karolyn	Publications
115	Print brochure	5 days	Mon 8/12/13	Fri 8/16/13	100%	Karolyn	Publications
116	Send out translated brochure	4 days	Tue 10/22/13	Fri 10/25/13	100%	FAR Team	
117	OP-Ed to local newspapers for Phase 1 offices	30 days	Tue 11/19/13	Mon 12/30/1	100%	Mindy	FAR Team and MGT
118	Op-Ed to local newspapers for Phase 2 offices	13 days	Thu 6/26/14	Mon 7/14/14	100%	Mindy	FAR Team and MGT

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
119	Op-Ed to local newspapers for Phase 3 offices	21 days	Mon 9/1/14	Mon 9/29/14	0%	Mindy	
120	Op-Ed to local newspapers for Phase 4 offices	22 days	Mon 12/1/14	Tue 12/30/14	0%	Mindy	
121	Op-Ed to local newspapers for Phase 5 offices	22 days	Mon 3/2/15	Tue 3/31/15	0%	Mindy	
122	Op-Ed to local newspapers for Phase 6 offices	22 days	Mon 6/1/15	Tue 6/30/15	0%	Mindy	
123	Op-Ed to local newspapers for Phase 7 offices	22 days	Tue 9/1/15	Wed 9/30/15	0%	Mindy	
124	Op-Ed to local newspapers for Phase 8 offices	22 days	Tue 12/1/15	Wed 12/30/15	0%	Mindy	
125	Op-Ed to local newspapers for Phase 9 offices	22 days	Tue 3/1/16	Wed 3/30/16	0%	Mindy	
126	Template Letters	78 days	Mon 3/11/13	Wed 6/26/13	100%	Mindy	
127	Draft Template Letter for Community Partners	15 days	Mon 3/11/13	Fri 3/29/13	100%	Mindy	Debbie, Jeanne, Karolyn
128	Review template letter	5 days	Mon 3/11/13	Fri 3/15/13	100%	Mindy	Debbie, Jeanne, Karolyn
129	finalize and send to offices	10 days	Mon 3/18/13	Fri 3/29/13	100%	FAR Team	Debbie, Jeanne, Karolyn

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
130	Draft Template letter for businesses	10 days	Mon 5/20/13	Fri 5/31/13	100%	Mindy	Debbie, Jeanne, Karolyn
131	Review template letter	7 days	Mon 6/3/13	Tue 6/11/13	100%	MGT	
132	finalize and send to offices	11 days	Wed 6/12/13	Wed 6/26/13	100%	FAR Team	
133	Draft Template closing letter for families	7 days	Wed 10/23/13	Thu 10/31/13	100%	FAR Team	Dawn, Jeanne, Karolyn
134	Review template letter	12 days	Fri 11/1/13	Mon 11/18/1	100%	MGT	Dawn, Jeanne, Karolyn
135	finalize and send to offices	20 days	Wed 11/13/13	Tue 12/10/13	100%	FAR TEAM	Karolyn
136	Draft Template letter for Tribes	10 days	Mon 10/28/13	Fri 11/8/13	100%	FAR Team	Mindy
137	Review template letter	22 days	Mon 11/11/13	Tue 12/10/13	100%	MGT	
138	Draft template letter for out of state Tribes	20 days	Fri 11/1/13	Thu 11/28/13	100%	FAR Team	
139	Review template letter	10 days	Thu 11/28/13	Wed 12/11/1	100%	Mindy	
140	finalize and send to offices	5 days	Thu 12/12/13	Wed 12/18/1	100%	Karolyn	
141	Consultation and Collaboration with Tribes	287 days	Wed 10/3/12	Wed 11/6/13	100%	Jeanne and Debbie	
142	Office Readiness Assessment	145 days	Mon 12/17/12	Fri 7/5/13	100%	Jeanne and Tam	FAR Team
143	Revise Readiness Assessment Tool	162 days	Tue 6/25/13	Tue 2/4/14	100%	Jeanne	FAR Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
144	Obtain feedback from office leads on Readiness assessment	19 days	Tue 6/25/13	Fri 7/19/13	100%	Dawn	
145	Update readiness assessment based on feedback from offices, evaluators and IVE Advisory	45 days	Tue 9/24/13	Fri 11/22/13	100%	Dawn	Steering committee
146	Internal Review of Readiness Assessment	15 days	Mon 11/25/13	Fri 12/13/13	100%	Dawn	FAR Team
147	Update Readiness Assessment based on review	4 days	Tue 12/17/13	Fri 12/20/13	100%	Dawn	FAR Team
148	Final Review and Approval by MGT - steering committee	2 days	Fri 12/20/13	Mon 12/23/13	100%	MGT	FAR Team
149	Finalize Readiness Assessment	3 days	Fri 1/17/14	Tue 1/21/14	100%	Dawn	FAR Team
150	Send out Final Readiness Assessment to phase 3 offices	1 day	Tue 1/28/14	Tue 1/28/14	100%		
151	FAR Policy Development and Revision	282 days	Wed 1/2/13	Wed 1/29/14	99%	Leah	Leah's Team
152	Develop critical path and policies impacted by FAR	22 days	Wed 1/2/13	Thu 1/31/13	100%	Leah	Leah's Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
153	Develop critical path for policy changes and initial policy training (confirm policy development dates in project plan and provide dates for policy workgroup)	22 days	Wed 1/2/13	Thu 1/31/13	100%	Leah	
154	Identify and review existing polices impacted and potential WAC changes; document final recommendations for any updates or changes needed	22 days	Wed 1/2/13	Thu 1/31/13	100%	Leah	
155	Intake Practice Guide	1 day	Wed 1/2/13	Wed 1/2/13	100%	Deanna	Leah's Team, FAR Team
156	Intake practice guide developed by the CRC will bus used for training	1 day	Wed 1/2/13	Wed 1/2/13	100%		
157	FAR Policy	127 days	Mon 6/3/13	Mon 11/25/1	100%	Lori	FAR Field leads, FAR Team, Leah's Team
158	Draft FAR policy	36 days	Mon 6/3/13	Mon 7/22/13	100%	Lori	FAR Field leads, FAR Team, Leah's Tea
159	Internal Review of FAR Polices	10 days	Tue 7/23/13	Mon 8/5/13	100%	Lori	Lori, FAR Field leads, FAR Team, Leah's

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
160	Update polices based on internal feedback and finalize for management review	60 days	Tue 8/6/13	Fri 10/25/13	100%	Lori	Kelly / Leah
161	Management review	5 days	Tue 11/5/13	Mon 11/11/1	100%	MGT	
162	Finalize policy based on mgt review	10 days	Tue 11/12/13	Mon 11/25/1	100%	Lori	
163	Create Far Guide	112 days	Mon 6/3/13	Mon 11/4/13	100%	Lori	Lori, FAR Field leads, FAR Team, Leah's team
164	Draft FAR Guide	32 days	Mon 6/3/13	Tue 7/16/13	100%	Lori	Lori, FAR Field leads, FAR Team, Leah's Team
165	internal review of FAR Guide	6 days	Wed 7/17/13	Wed 7/24/13	100%		Lori, FAR Field leads, FAR Team, Leah's Team
166	Update FAR Guide based on internal feedback	2 days	Thu 7/25/13	Fri 7/26/13	100%	Lori	
167	Send to Office Leads for review prior to Aug 1 meeting	4 days	Mon 7/29/13	Thu 8/1/13	100%		
168	Review with Regional and Office leads	1 day	Thu 8/1/13	Thu 8/1/13	100%		
169	Revisions for second draft	14 days	Fri 8/2/13	Wed 8/21/13	100%	Lori	
170	FAR Team Leads review	5 days	Thu 8/22/13	Wed 8/28/13	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
171	Update guide based on internal feedback and finalize for management review	15 days	Thu 8/29/13	Wed 9/18/13	100%	Lori	
172	Leah's review	30 days	Wed 9/18/13	Mon 10/28/1	100%	Leah	
173	Management review / Steering Committee review	5 days	Mon 10/28/13	Fri 11/1/13	100%		
174	Finalize FAR Guide for implementing offices	1 day	Mon 11/4/13	Mon 11/4/13	100%		FAR Field leads, FAR Team, Leah's Tea
175	Send guide to Alliance	0 days	Tue 11/5/13	Tue 11/5/13	100%	Karolyn	
176	FAR Forms and Brochures	135 days	Mon 7/1/13	Thu 1/2/14	100%	Karolyn/Lori	
177	Draft brochure for FAR families	23 days	Mon 7/1/13	Wed 7/31/13	100%	Karolyn/Lori	
178	Finalize draft	13 days	Thu 8/1/13	Mon 8/19/13	100%	Karolyn/Lori	Lori, FAR Field leads, FAR Team, Leah's Team, Regional Leads
179	Internal Review of form and brochure	5 days	Tue 8/20/13	Mon 8/26/13	100%		
180	Update form and brochure based on internal feedback and finalize for management review	5 days	Tue 8/20/13	Mon 8/26/13	100%	Karolyn/Lori	
181	Management review	5 days	Tue	Mon	100%	MGT	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			8/27/13	9/2/13			
182	Finalize brochure to send to publications and Forms	5 days	Tue 9/3/13	Mon 9/9/13	100%	Karolyn/Lori	
183	Send brochure information to Publications for develop	15 days	Tue 9/10/13	Mon 9/30/13	100%	Karolyn/Lori	
184	Review forms and brochure (back and forth between CA and publications)	5 days	Tue 10/1/13	Mon 10/7/13	100%	Karolyn/Lori	
185	Final review and approval from mgt and brochure	7 days	Tue 10/8/13	Wed 10/16/13	100%	MGT	Lori, FAR Field leads, FAR Team, Leah's Team, Regional Leads
186	Update and finalize brochure for publications	10 days	Thu 10/17/13	Tue 10/29/13	100%	Karolyn	
187	Publications to Finalize brochure to finalize FAR form	3 days	Wed 10/30/13	Fri 11/1/13	100%	Publications	
188	Print brochure	10 days	Mon 11/4/13	Fri 11/15/13	100%	Publications	
189	Send out Brochure to Implementing offices	3 days	Mon 11/18/13	Wed 11/20/1	100%	FAR Team	
190	Send brochure and form to translations	1 day	Mon 11/4/13	Mon 11/4/13	100%	Karolyn	
191	Translate brochure	7 days	Tue 11/5/13	Wed 11/13/1	100%	Translations	
192	Review translated	2 days	Thu	Fri	100%	Translations	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
	brochure		11/14/13	11/15/13			
193	Finalize translated brochure	3 days	Mon 11/18/13	Wed 11/20/1	100%	Karolyn	
194	Print brochure	5 days	Thu 11/21/13	Wed 11/27/1	100%	Karolyn	
195	Send out translated brochure	1 day	Thu 11/28/13	Thu 11/28/13	100%		
196	Draft Form with ASD for FAR families (for is the agreement with families to participate in FAR)	12 days	Tue 10/1/13	Wed 10/16/13	100%		
197	Internal review of form	12 days	Thu 10/17/13	Thu 10/31/13	100%		Dawn, Jeanne
198	Update based on review	10 days	Fri 11/1/13	Thu 11/14/13	100%		Karolyn
199	Finalize with Forms with DSHS records	10 days	Fri 11/15/13	Thu 11/28/13	100%	Karolyn	Millie Brombacher
200	Order forms and send to translations	1 day	Mon 7/1/13	Mon 7/1/13	100%	Karolyn	Stacy Winokur
201	Communicate availability of form to FAR offices	1 day	Fri 11/29/13	Fri 11/29/13	100%	Karolyn	
202	Community Resource Referral Form	42 days	Fri 11/29/13	Mon 1/27/14	100%		
203	Draft form	14 days	Fri 11/29/13	Wed 12/18/1	100%	FAR staff	
204	Internal Review	4 days	Wed 12/18/13	Fri 1/3/14	100%		Steering committee, FAR staff, AG, Jen

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
205	Update based on review	2 days	Thu 1/2/14	Fri 1/3/14	100%	Karolyn	
206	Send to DSHS forms	1 day	Tue 1/7/14	Tue 1/7/14	100%	Karolyn	
207	Order forms and send to translations	1 day	Thu 1/9/14	Thu 1/9/14	100%	Karolyn	
208	Send NCR to Regional Leads and communicate form # on web	1 day	Thu 1/9/14	Thu 1/9/14	100%	Karolyn	
209	Closing Letter	109 days	Mon 9/2/13	Wed 1/29/14	100%		
210	Draft letter	8 days	Mon 9/2/13	Wed 9/11/13	100%	FAR staff	
211	Internal review	37 days	Thu 9/12/13	Thu 10/31/13	100%		Steering committee, FAR staff, AG, Jen
212	Update based on review	21 days	Wed 10/30/13	Wed 11/27/14	100%		
213	Send letter to forms	1 day	Thu 1/9/14	Thu 1/9/14	100%		
214	Post letter to internet and send to LEADS	1 day	Fri 1/10/14	Fri 1/10/14	100%		
215	Send letter to translations	6 days	Tue 1/21/14	Tue 1/28/14	100%		
216	Post translated letter to forms web / internet	2 days	Tue 1/28/14	Wed 1/29/14	100%		
217	Service Referral	138 days	Mon 6/17/13	Tue 12/24/13	100%	Tim Kelly	Alliance, Kimberly Shoecraft

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
218	Practice Guide	77 days	Mon 6/17/13	Tue 10/1/13	100%	Tim Kelly	Kimberly Shoecraft
219	Develop Practice Guide on Selecting Services	45 days	Mon 6/17/13	Fri 8/16/13	100%	Tim Kelly	
220	internal review of FAR Guide	10 days	Mon 8/19/13	Fri 8/30/13	100%	Tim Kelly	
221	Update Guide based on internal feedback and finalize for management review	10 days	Mon 9/2/13	Fri 9/13/13	100%	Tim Kelly	
222	Management review	5 days	Mon 9/16/13	Fri 9/20/13	100%	MGT	MGT
223	Finalize Guide for implementing offices	7 days	Mon 9/23/13	Tue 10/1/13	100%	Tim Kelly	Tammy
224	Curriculum - web-based training on service referral	61 days	Wed 10/2/13	Tue 12/24/13 100%		Tim Kelly	Alliance, Kimberly Shoecraft
225	Develop curriculum/web based training with Alliance on selecting the correct services	31 days	Wed 10/2/13	Tue 11/12/13	100%	Tim Kelly	Alliance, Kimberly Shoecraft
226	Internal Review of web-based training	7 days	Wed 11/13/13	Thu 11/21/13	100%	Tim Kelly	Alliance, Kimberly Shoecraft
227	Update web-based training based on internal feedback and finalize for management review	5 days	Fri 11/22/13	Thu 11/28/13	100%	Tim Kelly	Alliance, Kimberly Shoecraft
228	Management review	5 days	Fri 11/29/13	Thu 12/5/13	100%	MGT	MGT

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
229	Finalize training and communications for statewide release	5 days	Fri 12/6/13	Thu 12/12/13	100%	Tim Kelly	Alliance, Kimberly Shoecraft
230	Enter training into LMS	2 days	Fri 12/13/13	Mon 12/16/1	100%		
231	Statewide Release to staff of web based training	2 days	Fri 12/13/13	Mon 12/16/1	100%	MGT	
232	Develop communication to providers on changes	3 days	Fri 12/13/13	Tue 12/17/13	100%	Tim Kelly	
233	Internal review	3 days	Wed 12/18/13	Fri 12/20/13	100%	Tim Kelly	
234	Finalize and send out communication to Providers on change in service referrals	1 day	Mon 12/23/13	Mon 12/23/13	100%		
235	FamLink Development - CATS (FAR/PBC)	251 days	Mon 11/5/12	Sun 10/20/13 100%		Nathan	CATS Team
236	Far requirements high level	21 days	Mon 11/5/12	Mon 12/3/12	100%	Stephanie	CATS Team, Leah's Team
237	Design FAR	40 days	Tue 12/4/12	Mon 1/28/13	100%	Stephanie	CATS Team, Leah's Team
238	Development	75 days	Mon 3/4/13	Fri 6/14/13	100%	Stephanie	CATS Team
239	check in on status	1 day	Fri 5/24/13	Fri 5/24/13	100%	Debbie	Debbie
240	System Test	45 days	Mon 6/17/13	Fri 8/16/13	100%	Stephanie	CATS Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
241	Check in on status	1 day	Wed 7/10/13	Wed 7/10/13	100%	Karolyn	T
242	UAT	45 days	Mon 8/19/13	Fri 10/18/13	100%	Stephanie	CATS Team, FAR Field leads, Leah's Team
243	Check in on status	1 day	Thu 9/12/13	Thu 9/12/13	100%	Karolyn	T
244	Check in on status	1 day	Fri 10/4/13	Fri 10/4/13	100%	Karolyn	T
245	FamLink Playground go live	1 day	Mon 9/9/13	Mon 9/9/13	100%	Stephanie	CATS Team, FAR Field leads, Leah's Team
246	FamLink Go Live	1 day	Sun 10/20/13	Sun 10/20/13 100%		Stephanie	CATS Team
247	Logistics for Training FamLink and Practice Changes	116 days	Mon 3/11/13	Mon 8/19/13	100%	Alliance and CAT	Training Team
248	Leadership commitment to resources, staff, rooms, etc.	5 days	Mon 3/11/13	Fri 3/15/13	100%		
249	Identify availability of permanent training rooms	90 days	Mon 3/18/13	Fri 7/19/13	100%		T ILT
250	Approval of rooms by mgt	4 days	Mon 7/22/13	Thu 7/25/13	100%	MGT	
251	Determine timeframes within System Test and UAT that SMEs will be needed	15 days	Fri 6/28/13	Thu 7/18/13	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
252	Develop schedule for office leads to participate in System Test and UAT	8 days	Fri 7/19/13	Tue 7/30/13	100%	Dawn	Dawn
253	Develop schedule for learning labs and coaching sessions	11 days	Mon 7/15/13	Mon 7/29/13	100%	Alliance	
254	Confirm trainers and coaches for learning labs	10 days	Tue 7/30/13	Mon 8/12/13	100%	Alliance	Dawn
255	Schedule trainers for learning lab (once rooms are available, equipment secured)	5 days	Tue 8/13/13	Mon 8/19/13	100%		FAR Team
256	Determine room locations and schedule for Video conferencing/webinars on practice and tools	8 days	Mon 7/22/13	Wed 7/31/13	100%	Dawn and Karolyn	Leah's Team
257	Confirm trainers for video conferencing	2 days	Thu 8/1/13	Fri 8/2/13	100%	Dawn and Karolyn	Leah's Team
258	Schedule trainers for video conferencing	2 days	Mon 8/5/13	Tue 8/6/13	100%	Dawn	Leah's Team
259	Communication and Registration for Training	27 days	Mon 8/5/13	Tue 9/10/13	100%	Dawn	
260	Draft memo/announcement about required trainings and schedule (video conferences and learning labs)	12 days	Mon 8/5/13	Tue 8/20/13	100%	Dawn	FAR Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
261	MGT review and approve memo	2 days	Wed 8/21/13	Thu 8/22/13	100%	MGT	
262	Send memo to field	1 day	Fri 8/23/13	Fri 8/23/13	100%	FAR Team	
263	LMS registration	27 days	Mon 8/5/13	Tue 9/10/13	100%	Carlos	
264	Individualized Training plan for staff (LMS)	7 days	Mon 8/5/13	Tue 8/13/13	100%	Carlos	
265	Schedule staff for training (done in LMS)	15 days	Wed 8/14/13	Tue 9/3/13	100%	Carlos	
266	LMS registration - coordinate local leads and communicate information	5 days	Wed 9/4/13	Tue 9/10/13	100%	Carlos	
267	Pre-Learning/training for FamLink Tools and Practice	162 days	Thu 3/7/13	Fri 10/18/13	100%	Alliance	Simon/Leah's team
268	Pre-learning 1st round (Intake, CPs and DLR/CPS)	94 days	Fri 3/15/13	Wed 7/24/13	100%	Alliance	Simon/Leah's team
269	Develop 1st round of web-based training (Gather questions and assessing Families in CPS; Present Danger, Intake)	66 days	Fri 3/15/13	Fri 6/14/13	100%	Alliance	Simon
270	Review web-based trg	5 days	Mon 6/17/13	Fri 6/21/13	100%	Alliance	Trg Team
271	Update based on review	8 days	Mon 6/24/13	Wed 7/3/13	100%	Alliance	Simon
272	Final review	10 days	Thu	Wed	100%	Alliance	Trg Team and MGT

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			7/4/13	7/17/13			
273	Finalize training and draft memo	3 days	Thu 7/18/13	Mon 7/22/13	100%	Alliance	Simon
274	Make available through LMS	1 day	Tue 7/23/13	Tue 7/23/13	100%	Carlos	Debbie D
275	Send out memo and Supervisors guide to all staff	2 days	Tue 7/23/13	Wed 7/24/13	100%		
276	Pre-learning 2nd round	47 days	Mon 6/24/13	Tue 8/27/13	100%	Alliance	Simon/Leah's team
277	Develop 2nd round of web-based pre-learning (CFWS and FVS)	20 days	Mon 6/24/13	Fri 7/19/13	100%	Alliance	Leah's Team
278	Review of web-based trg	5 days	Mon 7/22/13	Fri 7/26/13	100%	Alliance	Trg Team
279	Alliance to provide CA with the final draft e-learning	12 days	Mon 7/29/13	Tue 8/13/13	100%	Alliance	Simon
280	CA final review	6 days	Wed 8/14/13	Wed 8/21/13	100%		Trg Team and MGT
281	Alliance finalize training	2 days	Thu 8/22/13	Fri 8/23/13	100%	Alliance	Simon
282	Make available through LMS	1 day	Mon 8/26/13	Mon 8/26/13	100%	Carlos	Debbie D
283	Send out memo and Supervisors guides to all staff	1 day	Tue 8/27/13	Tue 8/27/13	100%	Dawn	
284	Meetings (pre-learning) on FamLink tools and Practice Changes	162 days	Thu 3/7/13	Fri 10/18/13	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
285	Monthly conference call with Intake AA's and supervisors	145 days	Mon 4/1/13	Fri 10/18/13	100%	Deanna	Deanna
286	Bi-monthly meeting with CPS program managers, Intake leads (will also include FAR leads)	145 days	Mon 4/1/13	Fri 10/18/13	100%	Keli	Deanna, Keli
287	Meeting with CFWS leads on Court Report	146 days	Fri 3/29/13	Fri 10/18/13	100%	Carrie	Deanna, Carrie
288	Weekly training meeting with Alliance and training tea	162 days	Thu 3/7/13	Fri 10/18/13	100%	Debbie	Debbie
289	Monthly meeting with Regional leadership (RA meeting, DRA meeting and ILT meeting)	121 days	Thu 5/2/13	Thu 10/17/13	100%	Tammy and Jeanne	FAR Team
290	FamLink User Manual and Quick Help Guides	33 days	Wed 9/4/13	Fri 10/18/13	100%	T	T's Team
291	Develop user manuals and guides	33 days	Wed 9/4/13	Fri 10/18/13	100%	Mike	
292	Training Development - Practice Tools	23 days	Fri 8/16/13	Tue 9/17/13	100%	Leah	
293	Develop training materials for video conferencing	14 days	Fri 8/16/13	Wed 9/4/13	100%		
294	review training materials for video conferencing	5 days	Thu 9/5/13	Wed 9/11/13	100%		
295	finalize materials	4 days	Thu	Tue	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			9/12/13	9/17/13			
296	Training (Practice tools in FamLink)	85 days	Mon 7/29/13	Thu 11/21/13 100%		Leah and CATS	
297	Participate in System Test (week 1)	5 days	Mon 7/29/13	Fri 8/2/13	100%		
298	Participate in System Test (week 2)	5 days	Mon 8/12/13	Fri 8/16/13	100%		
299	Participate in UAT/ train the trainer (4 weeks - approx. 50 people participating in 1 week of training over 4 week period)	20 days	Mon 8/19/13	Fri 9/13/13	100%		
300	Train supervisors and staff on tools/practice changes	55 days	Mon 9/9/13	Thu 11/21/13 100%		Training Team	
301	Train supervisors	40 days	Mon 9/9/13	Thu 10/31/13	100%	Training Team	Leah's Team, FAR Field leads, Regional
302	Train Staff on tools and practice changes	35 days	Mon 9/16/13	Thu 10/31/13	100%	Training Team	Leah's Team, FAR Field leads, Regional
303	Make up training	15 days	Fri 11/1/13	Thu 11/21/13	100%	Training Team	Leah's Team, FAR Field leads, Regional
304	Communication on new tools and practice changes (Intake, Court Report, CFE)	346 days	Wed 1/2/13	Tue 4/29/14	100%	Leah	
305	Communication Changes with COURTS	11 days	Tue 3/5/13	Tue 3/19/13	100%	FAR Regional L	Leah's Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
306	Send out court documents for review and feedback	11 days	Tue 3/5/13	Tue 3/19/13	100%	Leah	Leah's Team
307	Communicate with Tribes	208 days	Wed 1/2/13	Fri 10/18/13	100%	Jeanne	Karolyn
308	Monthly IPAC sub-committee (2nd Wednesday of every month)	208 days	Wed 1/2/13	Fri 10/18/13	100%	Jeanne	Debbie
309	Train Tribal Liaisons on search functions	14 days	Tue 10/1/13	Fri 10/18/13	100%	T	T
310	Communicate with Stakeholders (Legislature, Courts, Law Enforcement, AAGs, CASAs, Ombudsman, ESA, ADSA, Defense Attorney)	100 days	Mon 9/16/13	Thu 1/30/14	100%		Leah's Team
311	Meet with Ombudsman (Mary) to go over changes in-person	14 days	Tue 10/1/13	Fri 10/18/13	100%	Leah	Leah's Team
312	CASA Conference on October	24 days	Tue 10/1/13	Thu 10/31/13	100%	Leah	Leah's Team
313	Develop Template letter for Law enforcement and stakeholders (for local offices to send out)	65 days	Mon 9/16/13	Thu 12/12/13	100%	Mindy	FAR Team
314	Review template letters to LE	5 days	Fri 12/13/13	Thu 12/19/13	100%	MGT	FAR Team
315	Finalize template to LE	3 days	Fri	Tue	100%	Mindy	FAR Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			12/20/13	12/24/13			
316	Send template letter to the field	1 day	Wed 12/25/13	Wed 12/25/1	100%		
317	meet with AAGs	22 days	Wed 1/1/14	Thu 1/30/14	100%	FAR Regional Lea	Leah's Team
318	Communication with Union	85 days	Wed 1/1/14	Tue 4/29/14	100%	Leah	Leah's Team
319	Quarterly Union meeting	85 days	Wed 1/1/14	Tue 4/29/14	100%	MGT	MGT
320	Develop letter for Union Draft Review Finalize Send out	5 days	Wed 1/1/14	Tue 1/7/14	100%	Leah	Leah's Team
321	mgt review of letter	5 days	Wed 1/8/14	Tue 1/14/14	100%	MGT	MGT
322	finalize and send letter	5 days	Wed 1/15/14	Tue 1/21/14	100%	MGT	Leah's Team
323	Caregiver Connection	25 days	Wed 10/23/13	Tue 11/26/13	100%	Meri	
324	Draft write up on what will look different for Caregivers with the new FamLink changes (for October newsletter)	19 days	Wed 10/23/13	Tue 11/19/13	100%	Karolyn	Bob Partlow, Meri Waterhouse
325	MGT Review	5 days	Tue 11/19/13	Mon 11/25/1	100%	MGT	
326	Submit to inclusion in December Newsletter	1 day	Tue 11/26/13	Tue 11/26/13	100%	Karolyn	
327	FAR Video for offices and communities	218 days	Tue 7/1/14	Thu 4/30/15	44%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
328	Contact Alliance to determine resources for Video	9 days	Mon 7/21/14	Thu 7/31/14	0%	Karolyn	Alliance
329	Identify individuals to participate in the film, book film dates with videographer, reserve room	12 days	Fri 8/1/14	Mon 8/18/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
330	Confirm filming day with participants	10 days	Mon 8/18/14	Fri 8/29/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
331	develop final draft of script, identify needed archive clips and graphics	21 days	Fri 8/29/14	Fri 9/26/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
332	draft to MGT for review and edits	10 days	Wed 10/1/14	Tue 10/14/14	0%	MGT	Dawn, Jeanne, Alii, Mindy ,Alliance
333	Review and edits of script	6 days	Wed 10/15/14	Wed 10/22/1	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
334	Filming takes place and preliminary edits	5 days	Mon 11/3/14	Fri 11/7/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
335	UW edits	10 days	Mon 11/10/14	Fri 11/21/14	0%	UW	Dawn, Jeanne, Alii, Mindy ,Alliance
336	Final edits and product back from UW	6 days	Fri 11/28/14	Fri 12/5/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
337	Leadership to review and approval	10 days	Mon 12/8/14	Fri 12/19/14	0%	Karolyn	Dawn, Jeanne, Alii, Mindy ,Alliance
338	Finalize video	13 days	Wed 12/31/14	Fri 1/16/15	0%	Alliance	Dawn, Jeanne, Alii, Mindy ,Alliance
339	Release video	1 day	Mon	Mon	0%	Mindy	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			1/19/15	1/19/15			
340	Develop schedule for FAR office training	235 days	Mon 10/1/12	Fri 8/23/13	100%		
341	Identify locations and room space for Training FAR offices (1st three weeks in December)	10 days	Mon 7/8/13	Fri 7/19/13	100%	Alii	Alliance
342	Identify number of FAR staff to train	10 days	Mon 7/22/13	Fri 8/2/13	100%	Dawn	
343	Identify trainers	10 days	Mon 8/5/13	Fri 8/16/13	100%	Dawn	FAR Field leads, FAR Regional Leads, Jeanne, T, Tammy, Karolyn
344	Identify IT support (if needed)	5 days	Mon 8/19/13	Fri 8/23/13	100%	Alliance	
345	LMS and training Plan for Far staff	24 days	Mon 10/1/12	Thu 11/1/12	100%	Alliance	Carlos
346	Create FAR training curriculum materials for implementation (for phase in offices)	65 days	Tue 9/3/13	Fri 11/29/13	98%		FAR Team, FAR Field leads
347	Write curriculum	30 days	Tue 9/3/13	Mon 10/14/1	100%		FAR Team, FAR Field leads
348	Test curriculum with CA team (FAR team - including field leads, policy team, CATS team)	8 days	Tue 11/5/13	Thu 11/14/13	100%	Alliance	FAR Team, FAR Field leads

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
349	Update based on review and feedback	1 day	Thu 11/14/13	Fri 11/15/13	100%	Alliance	FAR Team, FAR Field leads
350	Review TRG with CA staff (FAR team - including field leads, policy team, CATS team) and coaches and CA leadership (?)	2 days	Tue 11/19/13	Wed 11/20/13	100%	Alliance	FAR Team, FAR Field leads
351	Review by CA training team and CA MGT	6 days	Thu 11/21/13	Thu 11/28/13	83%	Alliance	FAR Team, FAR Field leads
352	Update based on review and finalize. Confirm what will be included in training packet.	2 days	Thu 11/28/13	Fri 11/29/13	100%	Alliance	FAR Team, FAR Field leads
353	Develop Training packets (including consent form for evaluator to contact families for survey)	1 day	Fri 11/29/13	Fri 11/29/13	100%	Alliance	FAR Team, FAR Field leads
354	Training FAR	545 days	Mon 12/2/13	Fri 1/1/16	5%	Alliance	FAR Team, FAR Field leads
355	Training of Phase 1 offices on the FAR model concepts, tools and FamLink modifications	4 days	Tue 12/3/13	Fri 12/6/13	100%	Alliance	FAR Team, FAR Regional Leads
356	Training of Phase 2 offices on the FAR model, concepts, tools and FamLink modifications	4 days	Mon 6/23/14	Thu 6/26/14	100%	Alliance	FAR Team, FAR Regional Leads

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
357	Training of Phase 3 offices on the FAR model, concepts, tools and FamLink modifications	4 days	Mon 9/15/14	Thu 9/18/14	0%	Alliance	FAR Team, FAR Regional Leads
358	Training of Phase 3 offices on the FAR model, concepts, tools and FamLink modifications	4 days	Mon 9/22/14	Thu 9/25/14	0%	Alliance	FAR Team, FAR Regional Leads
359	Training of Phase 4 offices on the FAR model, concepts, tools and FamLink modification	23 days	Mon 12/1/14	Wed 12/31/14	0%	Alliance	FAR Team, FAR Regional Leads
360	Training of Phase 5 offices on the FAR model, concepts, tools and FamLink modification	21 days	Mon 3/2/15	Mon 3/30/15	0%	Alliance	FAR Team, FAR Regional Leads
361	Training of Phase 6 offices on the FAR model, concepts, tools and FamLink modification	22 days	Mon 6/1/15	Tue 6/30/15	0%	Alliance	FAR Team, FAR Regional Leads
362	Training of Phase 7 offices on the FAR model, concepts, tools and FamLink modification	22 days	Tue 9/1/15	Wed 9/30/15	0%	Alliance	FAR Team, FAR Regional Leads
363	Training of Phase 8 offices on the FAR model, concepts, tools and FamLink modification	23 days	Tue 12/1/15	Thu 12/31/15	0%	Alliance	FAR Team, FAR Regional Leads

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
364	Training of Phase 9 offices on the FAR model, concepts, tools and FamLink modification	23 days	Tue 3/1/16	Thu 3/31/16	0%	Alliance	FAR Team, FAR Regional Leads
365	Offices communication and training for Tribes and community partners	260 days	Fri 9/28/12	Thu 9/26/13	97%	FAR Regional Leads	
366	Phase 2 Offices communication and training for Tribes and community partners	1 day?	Fri 9/28/12	Fri 9/28/12	0%		
367	Update PowerPoint for our court/AAG partners	24 days	Fri 8/23/13	Wed 9/25/13	100%	Jeanne, Karen Di	
368	CA HQ's to work with AAG's to update PowerPoint for our court/AAG partners	17 days	Fri 8/23/13	Mon 9/16/13	100%	Jeanne, Karen Dinan	
369	CA to review power point	5 days	Tue 9/17/13	Mon 9/23/13	100%	FAR Team & Regional Leads	
370	Send to Regional Leads	2 days	Tue 9/24/13	Wed 9/25/13	100%	Karolyn or Jeanne	
371	Regional Leads to work with Phase 1 Offices to determine communication and training schedule for Tribes and community partners	6 days	Mon 9/16/13	Mon 9/23/13	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
372	Submit plan to CA HQ for review and input	1 day	Mon 9/16/13	Mon 9/16/13	100%		
373	CA HQ review	5 days	Tue 9/17/13	Mon 9/23/13	100%		
374	Service Referral training	55 days	Tue 10/1/13	Fri 12/13/13	100%	Alliance	Tim Kelly, Tammy, FAR Team
375	Develop web based training for service referral for all staff	31 days	Wed 10/2/13	Tue 11/12/13	100%	Alliance	
376	Review training	7 days	Wed 11/13/13	Thu 11/21/13	100%		Tim Kelly
377	Update based on internal review and finalize for management review	5 days	Fri 11/22/13	Thu 11/28/13	100%		Tim Kelly
378	Management review	5 days	Fri 11/29/13	Thu 12/5/13	100%		Tim Kelly
379	Finalize for statewide release	5 days	Fri 12/6/13	Thu 12/12/13	100%		Tim Kelly
380	Make available and track via LMS	1 day	Fri 12/13/13	Fri 12/13/13	100%		Tim Kelly
381	Academy/Core Training (Place holder)	1 day	Fri 9/28/12	Fri 9/28/12	100%	Alliance	
382	Follow up with Alliance to obtain timeline requirements for adding FAR and FAR competencies	0 days	Fri 9/28/12	Fri 9/28/12	100%		

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
383	Preliminary Recommendations regarding Organizational and Staffing Structure	2 days	Fri 9/28/12	Mon 10/1/12	100%	Jeanne	
384	Consultation with HRD	5 days	Mon 6/3/13	Fri 6/7/13	100%	Jeanne, Dawn	
385	Development of PDF - FAR social workers and supervisors	7 days	Mon 6/10/13	Tue 6/18/13	100%	Dawn	Jeanne
386	Develop guidelines for staff hiring	12 days	Wed 6/12/13	Thu 6/27/13	100%		
387	Communication to WFSE	12 days	Wed 6/12/13	Thu 6/27/13	100%	MGT	
388	Develop PDF for Regional Leads	9 days	Tue 6/25/13	Fri 7/5/13	100%	Dawn, Jeanne	
389	Internal review of PDFs	10 days	Tue 6/25/13	Mon 7/8/13	100%	Dawn	
390	Finalize PDFs	4 days	Tue 7/16/13	Fri 7/19/13	100%	Dawn	
391	Develop PDF for Office Lead	56 days?	Thu 7/25/13	Thu 10/10/13	100%	Dawn	
392	Review by office and regional leads	10 days	Tue 10/15/13	Fri 10/25/13	100%	Dawn	
393	Finalize	4 days	Mon 10/28/13	Thu 10/31/13	100%	Dawn, Jeanne	
394	Consultation with HRD and review by class and comp	18 days	Wed 10/2/13	Thu 10/24/13	100%	Dawn	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
395	Implementation of Family Assessment Response - Phase	177 days	Wed 5/1/13	Wed 1/1/14	100%		
396	Hire FAR Office lead	23 days	Mon 7/1/13	Wed 7/31/13	100%	Supervisors	Region Leads, Dawn, Jeanne
397	Complete Readiness assessment	45 days	Mon 7/1/13	Fri 8/30/13	100%	FAR Regional Lea	Dawn, Jeanne
398	FTE Allotment exercise	23 days	Wed 7/31/13	Fri 8/30/13	100%	FAR Regional Lea	Dawn, Jeanne
399	Identify FAR Staff	41 days	Mon 9/2/13	Fri 10/25/13	100%	Supervisors	Region Leads, Dawn, Jeanne
400	Curriculum preview session	44 days	Wed 10/2/13	Fri 11/29/13	100%	Alliance	Dawn, Jeanne, Karolyn, FAR Leads
401	Solidify coverage plan for curriculum week	20 days	Mon 12/2/13	Fri 12/27/13	100%	AA's, Supervisors	AA's, Supervisors, Leads
402	Curriculum week	5 days	Mon 12/2/13	Fri 12/6/13	100%	Alliance	Jeanne, Karolyn, Dawn
403	CANS Training	3 days	Wed 4/16/14	Fri 4/18/14	100%	John Lyons	Karolyn
404	Supervisory Coaching sessions	2 days	Fri 2/14/14	Mon 2/17/14	100%	Amy Hahn, Amy	AA's, Dawn, Jeanne
405	Implementation Phase 2	1 day	Fri 9/28/12	Fri 9/28/12	100%		
406	Hire FAR Office lead	23 days	Wed 1/1/14	Fri 1/31/14	100%	Supervisors	
407	Complete Readiness assessment	44 days	Mon 3/3/14	Thu 5/1/14	100%	FAR Regional Lea	Dawn, Jeanne
408	FTE Allotment exercise	34 days	Tue 4/1/14	Fri 5/16/14	100%	FAR Regional Lea	Dawn, Jeanne

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
409	Identify FAR Staff	43 days	Tue 4/1/14	Thu 5/29/14	100%	Supervisors	
410	Curriculum preview session	2 days	Wed 6/11/14	Thu 6/12/14	100%	Alliance	Dawn, Jeanne, Karolyn, FAR Leads
411	Solidify coverage plan for curriculum week	21 days	Fri 5/30/14	Fri 6/27/14	100%	AA's, Supervisors	AA's, Supervisors, Leads
412	Curriculum week	5 days	Mon 6/23/14	Fri 6/27/14	100%	Alliance	Dawn, Jeanne, Karolyn
413	CANS Training	1 day	Fri 6/27/14	Fri 6/27/14	100%	John Lyons	Karolyn
414	Supervisory Coaching sessions	4 days	Tue 7/8/14	Fri 7/11/14	100%	Amy Hahn, Amy	AA's
415	Implementation Phase 3	1 day	Wed 10/1/14	Wed 10/1/14	21%		
416	Hire FAR Office lead	23 days	Mon 3/31/14	Wed 4/30/14	100%	Supervisors	FAR Leads, Dawn, Jeanne
417	Complete Readiness assessment	44 days	Mon 3/17/14	Thu 5/15/14	100%	FAR Regional Lea	Dawn, Jeanne
418	FTE Allotment exercise	21 days	Fri 4/25/14	Fri 5/23/14	100%	FAR Regional Lea	Dawn, Jeanne
419	Identify FAR Staff	23 days	Fri 5/29/15	Tue 6/30/15	100%	Supervisors	FAR Leads, Dawn, Jeanne
420	Curriculum preview session	2 days	Wed 9/3/14	Thu 9/4/14	0%	Alliance	Dawn, Jeanne, Karolyn, FAR Leads
421	Solidify coverage plan for curriculum week	22 days	Mon 9/1/14	Tue 9/30/14	0%	AA's, Supervisors	AA's, Supervisors, Leads
422	Curriculum week	4 days	Mon 9/15/14	Thu 9/18/14	0%	Alliance	Karolyn, Dawn, Jeanne, FAR Leads
423	CANS Training	4 days	Thu	Tue	0%	John Lyons	Karolyn

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			9/25/14	9/30/14			
424	Supervisory Coaching sessions	1 day	Wed 10/1/14	Wed 10/1/14	0%	Amy Hahn, Amy	Jeanne, Dawn, Alii
425	Implementation Phase 4	174 days	Tue 7/1/14	Fri 2/27/15	0%		
426	Hire FAR Office lead	23 days	Tue 7/1/14	Thu 7/31/14	0%	Supervisors	Region Leads, Dawn, Jeanne
427	Complete Readiness assessment	44 days	Tue 7/1/14	Fri 8/29/14	0%	FAR Regional Lea	Dawn, Jeanne
428	FTE Allotment exercise	21 days	Fri 8/1/14	Fri 8/29/14	0%	FAR Regional Lea	Dawn, Jeanne
429	Identify FAR Staff	23 days	Wed 10/1/14	Fri 10/31/14	0%	Supervisors	Region Leads, Dawn, Jeanne
430	Curriculum preview session	2 days	Tue 12/16/14	Wed 12/17/1	0%	Alliance	Dawn, Jeanne, Karolyn, FAR Leads
431	Solidify coverage plan for curriculum week	22 days	Mon 12/1/14	Tue 12/30/14	0%	AA's, Supervisors	AA's, Supervisors, Leads
432	Curriculum week	5 days	Mon 1/5/15	Fri 1/9/15	0%	Alliance	Dawn, Jeanne, Karolyn
433	CANS Training	1 day	Fri 1/9/15	Fri 1/9/15	0%	John Lyons	Karolyn
434	Supervisory Coaching sessions	42 days	Thu 1/1/15	Fri 2/27/15	0%	Amy Hahn, Amy	Dawn, Jeanne
435	Implementation Phase 5	131 days	Wed 10/1/14	Wed 4/1/15	0%		
436	Hire FAR Office lead	23 days	Wed 10/1/14	Fri 10/31/14	0%	Supervisors	Dawn, Jeanne
437	Complete Readiness assessment	43 days	Wed 10/1/14	Fri 11/28/14	0%	FAR Regional Lea	Dawn, Jeanne
438	Identify FAR Staff	45 days	Mon	Fri	0%	Supervisors	Dawn, Jeanne

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
			12/1/14	1/30/15			
439	Curriculum preview session	2 days	Wed 3/4/15	Thu 3/5/15	0%	Alliance	Dawn, Jeanne, Karolyn, FAR Leads
440	Solidify coverage plan for curriculum week	20 days	Mon 2/2/15	Fri 2/27/15	0%	AA's, Supervisors	Dawn, Jeanne
441	Curriculum week	4 days	Mon 3/16/15	Thu 3/19/15	0%	Alliance	Jeanne, Karolyn, Dawn
442	CANS Training	1 day	Fri 3/20/15	Fri 3/20/15	0%	Tim Kelly	Karolyn
443	Supervisory Coaching sessions	22 days	Wed 4/1/15	Thu 4/30/15	0%	Amy Hahn, Amy	Dawn, Jeanne, Alii
444	Implementation Phase 6	1 day	Wed 7/1/15	Wed 7/1/15	0%		
445	Implementation Phase 7	1 day	Thu 10/1/15	Thu 10/1/15	0%		
446	Implementation Phase 8	1 day	Fri 1/1/16	Fri 1/1/16	0%		
447	Continuous Quality Improvement/Assurance Process	1003 day	Fri 9/28/12	Sun 7/31/16	100%		
448	Develop QA plan, ongoing CQI and timelines for implementing	457 days	Fri 11/30/12	Fri 8/29/14	100%	Karolyn	Dawn, Jeanne, Ronda Haun, Stacy Weaver-We
449	FAR Targeted Case Review (2x's per year) June 2014 review	129 days	Mon 2/3/14	Thu 7/31/14	82%	Karolyn	
450	Develop case review questions	27 days	Thu 3/13/14	Fri 4/18/14	100%	Karolyn / Dawn	QA Team

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
451	State QA team to review questions	5 days	Wed 3/19/14	Tue 3/25/14	100%	Karolyn / Dawn	Statewide QA Team
452	Management To review questions	6 days	Wed 3/26/14	Wed 4/2/14	100%	Karolyn	Steering committee
453	Finalize questions	5 days	Mon 4/7/14	Fri 4/11/14	100%	Karolyn	
454	Schedule review date	2 days	Wed 4/30/14	Thu 5/1/14	100%	Karolyn	Dawn, Jeanne, FAR Leads
455	Develop review tool with IT	8 days	Thu 5/1/14	Mon 5/12/14	100%	Karolyn	Dave Adams, Diane Inman
456	Reserve room	1 day	Mon 5/12/14	Mon 5/12/14	100%	Karolyn	
457	Invite Reviewers	1 day	Tue 5/6/14	Tue 5/6/14	100%	Karolyn	Dawn, Jeanne, FAR Regional Leads
458	Get random Sample from IT	1 day	Tue 5/13/14	Tue 5/13/14	100%	Karolyn	Dave Adams
459	Draft letter for Jennifer/Randy to send to RA's with cases identified	1 day	Wed 5/14/14	Wed 5/14/14	100%	Karolyn	Jennifer /Randy
460	Send letter with cases identified to FAR Leads	1 day	Mon 5/19/14	Mon 5/19/14	100%	Karolyn	Dawn
461	Assign cases to reviewers	1 day	Fri 5/23/14	Fri 5/23/14	100%	Karolyn	
462	Reserve laptops and schedule IT to set up room	1 day	Mon 5/12/14	Mon 5/12/14	100%	Karolyn	Dan Cahill, Dave Thompson
463	Case Review	3 days	Mon 6/2/14	Wed 6/4/14	100%	Karolyn	Dawn, Jeanne, FAR Leads, HQ's Staff

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
464	Roll up results and verbally share with AA's and Supervisors	6 days	Thu 6/19/14	Thu 6/26/14	100%	Karolyn/Dawn	Phase 1 offices: AA's, Supervisors, FAR Regional Leads
465	2nd review: inter-rater reliability: assign 2 cases per reviewer	10 days	Mon 7/7/14	Fri 7/18/14	0%	Karolyn	Dawn, Jeanne, FAR Staff
466	Compile results and send to Supervisors and AA's	5 days	Mon 7/21/14	Fri 7/25/14	0%	Karolyn	
467	FAR Targeted Case Review (2x's per year) January 2015 review	130 days	Mon 8/4/14	Fri 1/30/15	0%	Karolyn	
468	Update Questions based on previous review	21 days	Mon 8/4/14	Mon 9/1/14	0%	Karolyn	
469	Schedule review date	30 days	Mon 8/4/14	Fri 9/12/14	0%	Karolyn	
470	Reserve room	1 day	Fri 9/12/14	Fri 9/12/14	0%	Karolyn	
471	Reserve laptops and schedule IT to set up room	8 days	Thu 9/4/14	Mon 9/15/14	0%	Karolyn	Dave Thompson
472	Invite Reviewers	5 days	Fri 9/12/14	Thu 9/18/14	0%	Karolyn	
473	Get random Sample from IT	10 days	Mon 10/27/14	Fri 11/7/14	0%	Karolyn	Dave Adams
474	Send letter with cases identified to FAR Leads	5 days	Mon 11/10/14	Fri 11/14/14	0%	Karolyn	
475	Assign cases to reviewers	11 days	Fri 11/7/14	Fri 11/21/14	0%	Karolyn	

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
476	Case Review	3 days	Mon 1/19/15	Wed 1/21/15	0%	Karolyn	Dawn, Jeanne, FAR Staff
477	2nd review: inter-rater reliability: assign 2 cases per reviewer	4 days	Wed 1/21/15	Mon 1/26/15	0%	Karolyn	
478	Roll up results and verbally share with AA's and Supervisors	5 days	Mon 1/26/15	Fri 1/30/15	0%	Karolyn	Phase 1 offices: AA's, Supervisors, FAR Regional Leads
479	Compile results and send to Supervisors and AA's	6 days	Fri 1/30/15	Fri 2/6/15	0%	Karolyn	Phase 1 offices: AA's, Supervisors, FAR
480	Focus Groups	86 days	Fri 3/1/13	Fri 6/28/13	100%	Dawn, Jeanne	Ronda Haun, Shawna Miller
481	Identify QA staff for Focus Groups	3 days	Fri 3/1/13	Tue 3/5/13	100%	Dawn, Jeanne	
482	Develop questions for phase 1 offices	11 days	Fri 3/15/13	Fri 3/29/13	100%	Dawn, Jeanne,	Ronda Miller
483	Schedule offices for focus groups	2 days	Wed 4/2/14	Thu 4/3/14	100%	Dawn	
484	Interview key stakeholders	42 days	Thu 5/1/14	Fri 6/27/14	100%	Ronda Haun	Shawna Miller
485	Provide feedback	22 days	Fri 5/30/14	Mon 6/30/14	100%	Ronda Haun	
486	Share feedback with leadership	1 day?	Fri 3/1/13	Fri 3/1/13	100%	Jeanne	Steering committee
487	CANS Training	327 days	Mon 12/2/13	Tue 3/3/15	100%	Dawn, Jeanne	
488	Work with TriWest to develop on-line tool	24 days	Tue 2/4/14	Fri 3/7/14	100%	Dawn/Jeanne	TriWest, Tim Kelly

Task #	Task Name	Duration	Start	Finish	% Complete	Lead	Resource Names
489	Schedule training with phase 1 offices	16 days	Fri 3/1/13	Fri 3/22/13	100%	Dawn	Karolyn
490	Train offices - webinar	22 days	Tue 4/1/14	Wed 4/30/14	100%	TriWest	Dawn, Jeanne, Karolyn
491	TriWest QA	69 days	Tue 4/1/14	Fri 7/4/14	80%		
492	TriWest Phase 1 office interviews	60 days	Tue 4/1/14	Mon 6/23/14	100%	Dawn	Jeanne, TriWest
493	Develop questions for interviews	10 days	Mon 2/3/14	Fri 2/14/14	100%	Dawn, Jeanne	TriWest
494	Schedule dates for interviews	22 days	Thu 2/27/14	Fri 3/28/14	100%	Dawn	Jeanne, Alii
495	Interview key stakeholders	66 days	Mon 3/31/14	Mon 6/30/14	100%	TriWest	Alii
496	Report results	40 days	Fri 6/6/14	Thu 7/31/14	0%	TriWest	Dawn, Jeanne
497	Intake Case Consultation - monthly meeting	673 days	Wed 1/1/14	Fri 7/29/16	33%	Jeanne/Dawn	offices join meeting as they phase in