

CASEY FAMILY PROGRAMS AND OHIO
Alternative Response Pilot Project
QUARTERLY PROGRESS & EXPENDITURE REPORT
(October – December 2007)

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Casey Family Programs and Ohio
ALTERNATIVE RESPONSE PILOT PROJECT
Quarterly Progress and Expenditure Report
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Introduction

Ohio's Alternative Response Pilot Project (AR) is founded on the principle of reducing and reinvesting as set forth in Casey Family Program's 2020 strategy. The robust results experienced in other states where similar approaches have been implemented promise us stronger families, well-developed community support systems, and the reallocation of resources to early services that prevent families' deep entry into the system. Ohio's long-range intent for AR is a state-wide system which mirrors these outcomes. Ohio envisions a system where eventual savings from reduction in long-term and placement services can be reallocated to preventive, front-entry services. This report covers the progress made in 2007, the earliest days of project evolution.

The close of 2007 marked the Phase 1 halfway point for AR. Perhaps the most critical—and difficult—stage of program growth, Phase 1 represents AR's design and methodology development. As frequently will be reflected in site comments, this phase also incorporates the early stage in teamwork development where entities of disparate characteristic and qualities come together to identify what binds, rather than separates, them. As such, each of the tasks faced during this time period had two facets:

1. Completing the piece of work
2. Developing the level of collaboration and trust that permits actual team decision-making.

Project Progress

AR achieved the following milestones in 2007 on a **State level**:

1. **Achieved statutory authority** to initiate an 18 month study to evaluate the functioning of an alternative response to reports of child maltreatment in Ohio.
2. **Established an Interbranch Agreement** between the Ohio Department of Job and Family Services (ODJFS) and Supreme Court of Ohio (SCO) to jointly oversee the project.
3. **Successfully launched a nation-wide search** for an experienced team of consultants to guide the state through the study.
4. **Initiated an informational and public awareness program** to assist communities in self-identifying an interest in voluntarily participating in the study. Much time was spent ensuring that counties were fully apprised of the intense level of effort required for participation, and that applicants were motivated by the potential of service improvement, rather than "chasing grant dollars." It is Ohio's expectation that its alternative response program will experience similar positive

outcomes as those realized in other states. As such, the goal of this project is to determine *how best* an alternative approach can be implemented within the state, not *whether* an alternative approach is desirable, The concept of sustainability is a fundamental project priority emphasized in all educational, recruitment and design activities and materials. This was reiterated in the Request for Proposal seeking pilot participation, which stated that “Given that one of the preeminent goals of this work is post-project sustainability, it is critical that pilots not be based on the presumption of a large influx of new dollars, but that existing dollars be realigned to support the bulk of this new practice approach.”

5. **Competitively selected ten project sites:**

a) Clark County	(142,376)*
b) Fairfield County	(138,423)
c) Franklin County	(1,090,771)
d) Greene County	(151,996)
e) Guernsey County	(41,123)
f) Licking County	(154,806)
g) Lucas County	(448,229)
h) Ross County	(75,197)
i) Trumbull	(219,296)
j) Tuscarawas County	(91,944)

- Population: U.S. Census 2000, Annual Estimates of Population for Ohio Counties: April 1, 2000 to July 1, 2005; www.census.gov

6. **Developed a methodology for constructing the structural design** for Ohio’s alternative response approach.

The structural design is intended to ensure a basic consistency of response across the state. Using these design decisions, the state will promulgate the rules and policy that guide uniform state practice. All counties will adhere to the procedures and requirements set forth in the design framework. Counties may adapt specific practices within the parameters of the framework.

7. **Established a:**

- Design Team**, comprised of two representatives of each site that were officially appointed by SCO’s *Subcommittee on Responding to Child Abuse, Neglect and Dependency*
- Task Groups** that were topically focused and provided broader representation
- Meeting schedule**
- Governance rules**
- Process** for moving towards concurrent Phases II, Pilot Implementation and Oversight, and III, Pilot Evaluation.

The development of a level of collaboration and trust among pilot sites and state staff has been critical in this process, especially as related to decision-making. Through participation on the Design Team and under the facilitation of its experienced consultants (American Humane Association, Institute for Applied Research and Minnesota leaders), the ten pilot sites have been authorized to construct Ohio’s alternative response system. As a group, they very clearly

reflect Ohio's state-supervised /county-administrated organization, where there is local flexibility to adapt practices to meet specific community needs within an established state framework. In order to establish a universally relevant framework that can be consistently adopted across all 88 Ohio counties, while still accommodating wide differences in practice, Design Team members have had to learn to look beyond the comfort of their own practices and trust the judgment of project colleagues

Equally important to this task is the Design Team's responsibility to ensure that its decisions have sustainability to function within existing state resources and culture. Ohio is looking forward to statewide implementation which will require that the system functions within existing infrastructure with realignment of resources.

8. Through the Design Team's consensus process, **determined:**
 - a) **Construction of the "alternative pathway"** as complementary to Ohio's existing child protective service response system.
 - b) **Guiding Principles**
 - c) **Assignment criteria**
 - d) **Timeframes** for decision-making
 - e) Standard **labels and their definitions**
 - f) **Case Processing** and flow
 - g) **Mechanisms for moving reports** from one track to another
9. Began the **building of collective will** for change.

Although current tasks are focused on the immediate need to construct the tangible structure of the system, AR must simultaneously work for the future, building the local and state motivation necessary to propel this change from "project" to overall system reform. This has begun in the Design Team where county participants are emerging as leaders within the process, as well as locally where Design Team members are "cheerleaders" for alternative response within their community. A significant portion of pilots' local activities reflect this role.

Phase 1, in particular, is labor-intensive, characterized by concurrent state-level and community activities. Each Pilot Site committed significant staff time and effort to state-level activities, enabling the Design Team and Task Groups to meet a rigorous schedule to construct the over-arching project design and methodology (see above: 1-8). While these activities comprise sites' collectively-reported landmarks of progress for sites, Pilot Site staff simultaneously engaged in community activities to identify how the design was to be implemented locally within the confines of the structural framework consistent to all sites; and, inform, prepare and engage internal and external stakeholders.

Examples of milestones achieved in 2007 on a **Pilot Site level** include:

- 1) Facilitating **presentations** to all service delivery departments and divisions within the agency

- 2) Providing **training** to all internal staff and management representatives on at least a bi-weekly basis.
- 3) Participating in **community meetings**, such as, Family, Adult and Children First Council, Early Childhood Cluster, Family Court, County Commissioners, School Districts, MRDD, and many others to continually communicate major tenets of Alternative Response.
- 4) Establishing a **designated Supervisor and team members**.
- 5) Establishing **communication streams** where internal staff consistently participate in Task Group teleconferences and/or information from Design Team meetings is shared with all staff for additional input and feedback.
- 6) Establishing an **Internal AR Team**, which meets regularly, with representation from all parts of the agency impacted by AR.
- 7) Developing **organizational plans** to educate and staff AR Units; **assigning staff**; developing position descriptions and/or **interviewing staff** for new positions.
- 8) Purchasing **vital program supplies and equipment** .
- 9) Developing **internal policies** to guide the audit and accounting of new services, especially as represented by delivery of “concrete” services in response to targeted needs.

Activities and Results

Overall Accomplishments

1. Chronicler

The tangible outcomes of this past quarter are identified under *Progress*. They must, however, be viewed as the product of many small accomplishments that need to occur as a part of the process of reform. In pre-project planning activities, it was determined that this project would model itself on the values of honor and respect that communities were being asked to culturally integrate into interaction with families. The process of design would, therefore, be one owned by the Pilot Sites, to the extent that could be accommodated within the state’s responsibility to maintain its various levels of statutory and reporting accountability. This needs to be acknowledged as a significant departure from traditional methods of soliciting county input into program design, and one that has brought expected, as well as unanticipated, evolutionary challenges. Therefore, it is significant to mention that the process is as notable an outcome as the end-product, and accomplishments must, sometimes, be measured in units such as “developing friendships.” Collective comments reflected one site’s note that the greatest overall accomplishment is that “the Ohio team is working in a collaborative manner to develop and implement Alternative Response.” It is important to recognize that the multi-

leveled nature of work that this project is struggling to achieve requires transformation within:

- a) Traditional state roles
- b) Traditional county-to-state engagement and interaction
- c) Community expectations of how the public child welfare agency responds to reports of maltreatment
- d) How service providers respond to requests from the public child welfare agency
- e) How child protection and other agency staff view their traditional role with families
- f) How families regard the child protection agency and community

In the same way that the stages of team development are consistent across entities and can be anticipated, it is recognized that the stages of transformation carry a level of organizational constancy. To document this process –both from a historical perspective and as a guide for future programs-- the project has established a neutral “Chronicler” to record events related to the stages of progress. This was voted and accepted by the Design Team.

2. ***Self-Education and Awareness***

All pilots voluntarily came to the project with a fundamental understanding of the general principles of alternative (differential) response. Much of the past quarter has been spent clarifying those general principles and defining how they apply to Ohio and then specific to each county’s home environment. One of the most valuable experiences came through Casey Family Program’s support of team attendance at the National Conference on Differential Response in California. Pilot sites were able to introduce community stakeholders and internal staff not participating in Design Team meetings to the fundamental concepts, as well as get “hands on” advice from practitioners who engage in an alternate pathway to services. A document entitled *Lessons Learned from Long Beach* has been included as Attachment 1. All sites identified attendance as a notable accomplishment.

3. ***Consistent Commitment***

Phase 1 of the project has required an ongoing and significant commitment of time and resources. All pilot sites have met this challenge; Design Team meetings have been fully attended and Task Groups have maintained broad and constant participation. Sites’ commitment to meet the demands of design, despite unanticipated competition for resources, speaks well to the project’s promise.

4. ***AIM Team***

The use of an independent consultant team to facilitate and guide the process has been a significant accomplishment. Since no member of the team is from within Ohio, there has been an ongoing period of adjustment as terminology and processes have been clarified. Outside consultation also has provided objective facilitation and brought resources for product development that would not be accessible without outside resources. The ability to tap Minnesota expertise for guidance in decision-making has provided experienced direction in decision-making.

5. Pilot sites reported a range of locally-based accomplishments. Examples include:
 - a) ***Increasing the working knowledge base of staff and community*** by:

- Creating small work groups to consider implications of recommendations made during Design Workgroup meetings.
 - Utilizing existing staff to evaluate role CAPMIS and SACWIS will play in Alternative Response.
 - Obtaining feedback from key stakeholders, especially early childhood mental health professionals, regarding services they hope to see in Alternative Response.
 - Achieved familiarization of Alternative Response concepts with all FCJFS leadership officials.
- b) Initiating the process for **AR workflow to identify strengths and needs** to implement AR locally.
 - c) **Presenting to the Board:** all members were pleased with our (county's) inclusion in the process and feel it will bring many benefits to the community, our families and our children. They will help promote positive community feeling for this project.
 - d) **Subcontracting** with Thompkins Center for an external case manager who will complete rapid mental health assessments on identified families once the project begins.
 - e) **Purchasing AR-type services** for families in preparation for actual implementation.

6. **SACWIS**

ODJFS' Director Jones-Kelley identification of this project as a key departmental initiative has facilitated consideration of SACWIS as a vehicle for electronic documentation. Design Team activities have reinforced the critical need to ensure that SACWIS has the capability to accommodate AR. From a practical standpoint, counties need to be able to document services, quickly retrieve information about families within the system, and monitor agency compliance with state and federal requirements. Although AR evaluation will map immediate trends and demographics within the confines of the project, counties also must have the capability of incorporating this information within the larger, community picture. To meet various federal reporting requirements, the state also must have electronic access to information on these families, and it must be housed within the single state system. SACWIS capability is viewed as an important component to state-wide implementation and sustainability.

Results

1. The commitment of pilot sites to the process has resulted in a **design plan that establishes a clear-cut and standard framework for AR with sufficient flexibility to enable implementation in ten diverse counties.** Examples of county reflection include:
 - a) "Consistent attendance to all AR Design Workgroup meetings (that) resulted in **AR practice decisions** for Ohio pilots."
 - b) "Agency staff and pilot designees from other counties worked to develop screening criteria. Design the assessment process, streamline the case planning tool and service delivery process, and structure the case closure criteria. The

tools and meeting note from the workgroups reflect the products developed. These items will be ***the foundation for the statewide project, yet allow for implementation based on county similarities and differences.***

- c) “(We are) getting ***consensus of the group*** on a lot of issues.”
2. Pilot sites report a ***general embracing of the concept***, one that seems to increase with education and understanding. Pilots’ comments on this include:
 - a) “Most staff had heard bits and pieces about Alternative Response but this training provided complete information that included agency expectations. Staff received this information well and ***staff surveys were highly positive*** of the event (Ross)
 - b) “(We are) ***Learning what the implications*** of Alternative Response will be for our county.”
 - c) “(We are) ***Beginning to problem-solve*** and developing procedures for implementation.”
 - d) “Staff members were ***educated and even more committed*** to the AR concept upon their return (from California).”
 - e) (California) resulted in a document that further ***identified issues and decisions*** to be addressed.
 - f) “There is ***increased enthusiasm*** among staff to implement a new child welfare process that helps families and children engage services more effectively and timely.”
 - g) “Lots of ***energy and participation*** in calls and meetings.”
 - h) “***Staff and community have a more thorough understanding*** of the purpose and impact of an Alternative Response approach. This is evidenced by:
 - Service providers and key stakeholders have contacted the agency requesting additional training for their staff.
 - Service providers and key stakeholders have contacted the agency asking when the program will begin.
 - Service providers and key stakeholders have contacted the agency requesting opportunities to increase collaboration on cases that would be appropriate for Alternative Response
 - Several staff have expressed interest in establishing themselves as the Alternative Response “caseworker.”
 - Representatives participating in Design Workgroup meetings and teleconferences are able to provide helpful information to promote a successful Alternative Response Pilot project.”
3. Discussion has opened between AR Project staff, Pilot Sites, and ODJFS SACWIS and MIS staff regarding the ***coordination of SACWIS and AR.*** This activity is critical to project roll-out. Pilots *must* be able to bridge alternative response and traditional cases through SACWIS, and the state *must* be able to federally report alternative response data from SACWIS.

Impact

Since the project is in the development and design phase, the impact of the past quarter's accomplishments and results is **measured in the likelihood of successful transition** to Phases II and III. Pilots report:

1. "There is a **continued commitment** to develop the AR process and work through the learning curve."
2. "By focusing on continuous communication, community education and increased awareness, Fairfield County Job and Family Services has been able to:
 - a) Establish "Family Engagement" principles as **a major initiative** in the preparation phase.
 - b) Develop a **consensus within the agency** as to what "Family Engagement" means.
 - c) Establish "Family Engagement" as an **agency-wide goal for 2008** since it is so critical to the success of Alternative Response.
 - d) Establish **increased credibility with other service providers** for agency's willingness to pilot innovations in child welfare."
3. "The Casey Family Program funds have provided the opportunity to:
 - a) Provide presentations and education to more than 12 FCJFS Senior Leadership Officials.
 - b) Provide presentations and education to more than 100 FCJFS staff members.
 - c) Provide presentations and education to more than 100 community members and service providers.
 - d) Involve more than 20 staff members in development of plan/proposal for an Alternative Response program.
 - e) Involve **more than 20 community leaders and service providers in development of plan/proposal** for an Alternative Response program."
4. "(We are preparing to utilize dollars in a way that) represent(s) our desire **to fully leverage funds in a manner which will directly benefit clients** when AR is in full roll-out mode.")
5. "**Desire and enthusiasm** on the part of staff for participation in this pilot."

General Assessment

The term "General Assessment" conveys subjective appraisal. A general assessment of the project and/or the utilization of Casey Family Program funds is most effectively communicated directly by the **comments of Pilot Sites and State staff**.

Successes

1. “There is **increased enthusiasm among staff** to implement a new child welfare process that helps families and children engage services more effectively and timely.”
2. (We are getting a program) “**Built on Family-Centered principles.**”
3. “At this point, the agency is **moving forward in refining the original plan** submitted as a pilot project based on the work of the design groups since September 2007. There appears to be no major issues at this time which would hinder planned local implementation. “
4. “The primary success of the project, thus far, is the aforementioned **tools and discussions among the involved counties.** However, these discussions have also highlighted the significant differences in county structure and community climate that surfaced among the pilot counties and also present agency specific challenges during the community education, agency set-up and implementation of the project.”
5. “The agency has been successful in **educating staff and the community** on Alternative Response and the positive implications it will have on the families in our county. “
6. “Another major success was the **opportunity for critical staff members to attend the National Conference on Differential Response.** This was a great chance for the staff who will be working in the Alternative Response program in our county to meet and hear from others who have been doing this kind of work for some time now.”
7. “(Our) Preliminary AR Model has been designed. (We have) an **increased understanding of the fundamental aspects** of AR. Statewide friendships and partnerships have been developed. “
8. (We see success in) “A unanimous acceptance of differential response and **sense of urgency** to make it happen in Ohio.”

Challenges

1. “The **timeframe** for funding was too short to best utilize funding, and at this stage of purchases we really ‘do not know what we do not know’ concerning what project needs were. We had to use our best educated guesses, based on what other counties were also doing, or was suggested to us.”
2. (Our) “challenges:
 - a) **Ongoing development** of Ohio’s model and its application for Greene County

- b) Concern that **SACWIS** and Alternative Response will roll out simultaneously in our county.
 - c) Concern that we will have to do **dual data entry**
 - d) Continuous challenge with **change management**”
3. “The individuals that represent the Pilot Sites are an exceptionally dedicated group of professionals committed to **developing a product that best serves children and families**. In that sense, they all carry the “pioneer gene,” the general makeup that enables each to step out from the mainstream to chance change for rewards. This collective character also results in a group that is not inflexible, but individually confident in their own “way” and unwilling to compromise perceived quality. Progress is both difficult and gratifying, and the end prize is certain to be worthwhile.”
5. “The overall major challenge that we have faced is **keeping up** with the multitude of scheduled telephone conferences and meetings given an already busy work schedule outside of Alternative Response. “
6. (Our) “challenges:
- a) Getting **consensus** within the group; people sometimes having their own community agenda(s).
 - b) **Anticipating what we need** to be successful
 - c) **Public Relations** materials
 - d) **Introducing AR to the community.**”
7. (Our) “challenges:
- a) Ohio’s statewide computer system – **SACWIS**
 - b) **Time** has been a factor to the point that the “go live” date for Alternative Response had to be pushed out
 - c) **To engage our community partners** in helping AR families be successful (we can’t do this work alone).”

Lessons Learned

1. “A little early for lessons learned. **We are still developing** our response to the model. “
2. “For successful statewide and county level implementation to occur, *relationship building will be the key*. If we hope to achieve the same level of success that Minnesota has had, a new partnership model needs to be developed in Ohio. State and county staff members must be viewed as equal partners. The goals of this new partnership model should be to clear barriers and to reduce bureaucratic layers that could impede the adoption of AR.”
3. “We had an exceptional training opportunity at the National Alternative Response Conference **learning the success of AR in other states and counties.**”

4. Hoping to allow counties greater latitude in developing the process, many decisions about program parameters and process initially were left fluid at the state level. Rather than flexibility, this resulted in confusion and frustration from external state staff, Pilot Sites and consultant team members, as well as some duplication of efforts. There should have been a clearer delineation between administrative and program decisions and **more precise expectations established regarding the decision-making processes.**
5. **“Schedule for implementation was too ambitious.”**
6. **“Paradigm shift from ‘blaming’ is going to be a process** for all involved – the agency, other service providers, the courts, etc.”

Problems and Obstacles

1. “The length of time to implementation – **keeping up the positive momentum** while we wait for full implementation of the project. Workers are anxious to start using the new model.”
2. “Continuous review of information regarding implementation. There was a lot of initial “rehashing” of what some thought were finalized decisions and/or information already decided upon. Although everyone had a common vision, **getting common definitions of the vision** was a sometimes lengthy process.”
3. “Fairfield County does not have **community resources** sufficient to meet the demand of a rapidly growing population, as evidenced by:
 - a) Little to no public transportation.
 - b) Significant challenges with affordable, available and adequate family housing.
 - c) Minimal access to drug/alcohol treatment services.”
4. “(We see the following as obstacles that will need to be addressed);
 - a) **SACWIS** will need to collect data to track progress and outcomes. Currently there are identified problems with system that need to be fixed.
 - b) Educate staff on available services and develop a process to address **coordination of community services.**
 - c) **Advocacy and flexibility will be needed from ODJFS** in order to successfully implement AR in Ohio.”
5. There is **“concern among staff** about not making a disposition on cases. We plan to address this by discussion and training on the model.”
6. “Three issues which will need fine tuned are:
 - a) The possibility of compounding of cases and subsequent **effect on social worker caseload.**
 - b) The necessary **augmentation of local services.**
 - c) The **SACWIS** enhancement required to facilitate the project and provide project evaluation results.”

7. (We have encountered) “Nothing major, we had to develop a policy and procedure for the control of 10,000 worth of Visa cards, and will have to **develop a clear policy** regarding their actual use during implementation in a meaningful manner which can contribute to the project and be evaluated regarding impact. “
8. “The primary problem encountered was the **different philosophy and practice standards applied to child welfare in the pilot counties**. Given that Ohio is a state-supervised/county-administered system, these became very evident during the discussion and planning phase of the project.”
- 9, “One of the major issues that we have struggled most with **is the amount of time that it has taken** to attend meetings and telephone conferences as well as keeping up a regular work schedule. We are working to develop a central calendar of events and schedules for those workers who need to attend those vital events with regard to the program, i.e. design group meetings, task group meetings, trainings, etc. Hopefully this will assist in keeping important dates and events organized within our agency.”
10. “**Staff training and orientation** remains an unaddressed issue. Beginning in February and bi-monthly until implementation, TCCS’ Pilot Leader will hold training and orientation meetings.”
11. “Forming a new (internal) unit/team (and) having to go through the norming, forming process. Again, a **common vision with not always common definitions**.”

Planned Activities for Next Reporting Period

The activities for the next reporting period are focused on moving through the second half of Phase I to the July 1, 2008 initiation of Phases 2 and 3: Implementation and Evaluation, or as commonly referred to, “Go Live.”

The **State** will focus on:

1. All phases of project management, including:
 - a) Strategic **planning**
 - b) **Coordinating** project with other initiatives and programs
 - c) Marketing benefits of project to affected stakeholders
 - d) Ensuring that **policies, directives and objectives** are in line with mission and goals of agency and state and federal legislation
 - e) Enacting state policies and rules that will ensure a **consistency of application** across counties and facilitate **sustainability** and statewide implementation.
 - f) Developing **uniform tools** to be utilized by all counties in recording case information and evaluation data.
 - g) Completing **administrative responsibilities** that are essential to site implementation efforts, e.g. contracts for funding, etc.

- h) Teaming state policy staff with AIM to provide on-site readiness activities, promoting a **broader state-level involvement, project ownership and reinforcement of practice principles**.
 - i) **Monitoring** project requirements and timelines
 - j) **Distributing** work for subprojects.
 - k) Ensuring adequate and ongoing funding of project activities that promotes **sustained operation**.
2. Constructing a **SACWIS accommodation for AR**; this is considered to be a top project priority, essential to maintaining sustainability and achieving state-wide implementation.
 3. Developing the **state-level infrastructure** that will support long-term operation of an alternative response to reports of child maltreatment. This entails a heightened involvement of state policy staff into AR operations.
 4. Developing an **over-arching public education message** for all stakeholders in concert with Pilot Sites, other state staff and Casey Family Programs.
 5. Utilizing the membership of the Subcommittee on *Responding to Child Abuse, Neglect and Dependency* to:
 - a) Generate collaboration and involvement of **state-level partners**;
 - b) Facilitate the **expanded utilization of existing state and county resources**
 - c) Build **collective will** for system reform

AIM will focus on reinforcing practice principles and assisting counties in preparing for local operation of AR July 1, 2008 by:

1. Providing **Training and Technical Assistance**, which will include:
 - a) Matching existing alternative response curricula and designing new curricula, as needed
 - b) Developing a training plan and curriculum
 - c) Training delivery, including topic-specific experts
 - d) On-site resource assistance as requested.
2. Providing ongoing **Pilot Support**, which will include:
 - a) In person consultation meetings of lead staff in pilots (quarterly)
 - b) Lessons learned teleconferences for county-specific social workers (quarterly)
 - c) On site learning labs (optional: visits to Minnesota)
 - d) Advanced learning seminars
 - e) CQI: 4 days per county

Pilot Sites will focus on **readiness activities** that enable the introduction of a new alternative response pathway on July 1, 2008. Pilot focus will begin transition from design tasks to community-based activities surrounding staff development; community and agency infrastructure; service development, with emphasis on identifying and

building upon existing service bodies; and, development of community support and awareness. Specifically:

1. **Clark County** will:

- a) “Continue the **development of the team** by:
 - Use of role-playing activities to help continue the forward progress with the paradigm shift and to improve skill levels regarding interviewing and assessments.
 - Identify team training needs and develop plan to get necessary trainings.
 - Create positive learning environment with many opportunities for transfer of learning activities.
- b) **Introduce the model to the community** with audience-targeted meetings, education and training.
- c) If further development funds are allotted, purchase lap top computers, air cards, and other materials to **support the workers in family-centered practice.**”

2. **Fairfield County** will focus on “*increasing discussions with specific service providers regarding Design Team recommendations to assist with preparation for implementing an Alternative Response system is essential in the next quarter by:*

- a) Mapping and **developing work flows** for proposed delivery system with community partners.
- b) Continued participation in **Design Work Group**.
- c) Providing **Family Engagement specific training** for FCJFS – CPS staff.
- d) Collecting and analyze Fairfield County **data regarding needed resources** for potential families to be served by Alternative Response.”

3. **Franklin County** will focus on:

- a) “**Education and communication** with staff and community.
- b) Coordination of **site visits** with AIM Team.
- c) Finalize and **complete implementation AR plan.**”

4. **Greene County** will:

- a) “Continue **participation in Design Team**
- b) Hire Alternative Response staff, complete Greene County **Orientation and Core training**
- c) Create the **unit structure**
- d) **Orient community agencies** to Alternative Response
- e) Create and **convene Advisory Group** from community agency stakeholders
- f) Start agency-wide Alternative Response **training.**”

5. **Guernsey County**'s activities:

“Depends a lot on available funding, we would like to provide a **greater resource pool** to our contract agency, but want an opportunity to evaluate this service and make sure it is worth the fiscal commitment, therefore, we started with 40% of our current budget. We will likely consider another set of smaller equipment purchases, but this depends on the final design.”

6. **Licking County's** activities:
 - a) "There are currently four additional **design work groups** planned for January and March 2008 in which the agency plans to participate.
 - b) At the design work group scheduled in January, the agency will be presenting an **AR model** configured to Licking County.
 - c) Between now and January 29/30, 2008, the two team members, Bruce Anderson and Susan Wasiniak will be meeting with supervisory staff, intake staff and AR staff to **operationalize the AR method** agreed upon by the pilot counties.
 - d) The agency also plans to meet with local service providers to **develop and implement community programs** which will serve the AR population.
7. **Lucas County:**
 - a) "Will begin discussions with Human Resources staff and union Representation regarding **selection of staff** for project implementation.
 - b) (Participate in) two remaining planning **meetings** in Columbus and also potential conference calls to finalize the Alternative Response process.
 - c) **Community education** on the project will also continue, including the County Joint Hospital Team, Jobs and Family Services, Domestic Violence Brown Bag, and agency staff."
8. **Ross County**" hopes:
 - a) To have a new worker hired who will be assigned to the program. We already have two other **workers** who will be assigned to the Alternative Response Program.
 - b) To have those staff members who will be working in AR begin **training**, both internally and through the training programs that are being designed.
 - c) To have the agency's AR program mapped out well enough to be able to provide **detailed information to our staff, the families that we work with, and the community.**"
9. **Tuscarawas County** will participate in **project activities**.
10. "**Trumbull County** will **finalize the Statewide Model and Reporting requirements** for a projected implementation date of July 1, 2008."