

**APPROVED**  
BOARD OF SUPERVISORS  
by Reso No. 2018-0105  
FEB 27 2018  
*Florence Evans*  
Clerk of the Board

**COUNTY OF SACRAMENTO  
CALIFORNIA**

**17**

For the Agenda of:  
February 27, 2018

To: Board of Supervisors

From: Department of Health and Human Services

Subject: Approval Of The 2017-2021 California Child And Family Services Review System Improvement Plan

Supervisory District(s): All

Contact: Sherri Z. Heller, Director, Health and Human Services, 875-2002  
Michelle Callejas, Deputy Director, Child Protective Services, 875-0123  
Lee Seale, County Chief Probation Officer, 875-0312

**Overview**

The California Child and Family Services Review (C-CFSR) requires the California Department of Social Services (CDSS), Sacramento County's Department of Health and Human Services (DHHS) Child Protective Services (CPS) Division, and the Probation Department, to jointly complete a five-year System Improvement Plan (SIP). The SIP outlines the County plan for CPS and Probation improvement activities, and focuses on Federal performance outcome measures identified as priorities for improvement. Some of the performance outcome measures include whether maltreatment occurs in foster care placements and how quickly permanency is secured for children and youth in Probation and foster care placements. The County is also required to engage stakeholders in the SIP development process with annual updates to CDSS. The SIP is a continuation of the County Self Assessment (CSA), completed in December 2016. The SIP was guided by the CSA outcomes and serves as the operational agreement between the County and CDSS, outlining how the County will improve its system to provide better child welfare outcomes for children and families.

**Recommendation**

Approve the attached resolution authorizing the Chair of the Board of Supervisors to:

1. Sign the 2017-2021 System Improvement Plan Notice of Intent and the California – Child and Family Services Review Signature Sheet, and
2. Submit the 2017-2021 System Improvement Plan to CDSS by March 13, 2018.

**Measures/Evaluation**

CDSS monitors progress toward the outcomes on a quarterly basis and CPS monitors progress monthly. Successful implementation of the System Improvement Plan will contribute to the County Strategic Objective to protect families from violence. The measures included in the SIP are:

- Recurrence of maltreatment
- Permanency within 12 months for children who are in care two or more years
- Re-entry to foster care within 12 months

- Placement stability
- Permanency in 12 months for children entering foster care
- Least restrictive placement

**Fiscal Impact**

There is no fiscal impact to the County related to receiving and filing this report.

**BACKGROUND**

On January 1, 2014, the Children's Services Outcomes and Accountability Bureau, a branch of the California Department of Social Services (CDSS), updated the California Child and Family Services Review (C-CFSR) process to improve the effectiveness of California's quality assurance system. Among the changes to the process was the elimination of Board of Supervisors approval on the County Self Assessment (CSA); however, Board approval is still required for the System Improvement Plan (SIP). The C-CFSR is an outcome-based accountability system to measure each county's performance in providing child welfare services. The C-CFSR has three components:

- The County Self Assessment, which was approved by CDSS in May 2017,
- The County System Improvement Plan, which is due March 13, 2018, and
- The County Annual System Improvement Plan Progress Report, which is due May 30, 2018.

The SIP constitutes an annual operational agreement between DHHS-CPS, Probation and CDSS. It outlines the County plan for child welfare services improvement activities, and focuses on the areas identified as priorities for improvement.

The C-CFSR team, made up of 17 representatives from four agencies, planned and implemented the C-CFSR process. The SIP strategies and goals were developed as a result of input received during the CSA process through the following activities.

- Peer review focused on the area of re-entry, in an effort to prevent re-entry of children into foster care after a discharge from placement.
- Focus groups with:
  - Child Welfare Executive Management Team (EMT);
  - CPS Supervisors;
  - Social Workers, Family Service Workers, and Child Development Specialists;
  - Foster Parents, non-related extended family members, and parents;
  - Foster youth;
  - Probation Officers, Senior Deputy Probation Officers, Supervising Probation Officers, foster youth and the parents of foster youth.
- The C-CFSR team also gathered considerable demographic, outcome, and service provision data through community stakeholder meetings held September 14-15, 2016. These stakeholder meetings included core team members, CPS, Probation representatives, and a wide range of agency/community organization representatives. A total of 42 agencies were in attendance. See listing on page 22 of Attachment 1, California Child and Family Services Review County Self-Assessment Report.

- On May 2, 2017, Sacramento County held a stakeholder meeting to engage community partners in the SIP development process. A total of 18 agencies were in attendance. See listing on page 8 of Attachment 3, California Child and Family Services Review System Improvement Plan Report.

The C-CFSR team distilled the information gathered from the peer review, focus groups and stakeholder meetings to focus on six outcomes for the SIP. Workgroups including EMT members, C-CFSR core team members and community stakeholder members were assembled to review outcome measure data and proposed strategies, as well as discuss systemic changes needed to support improvement goals, educational and training needs, roles of partners in achieving goals, technical assistance anticipated, and action steps for implementation.

**DISCUSSION**

The 2017-2021 SIP is a work plan that identifies strategies and milestones to improve selected outcomes. Based on the analysis of data collected during the CSA and SIP processes through peer review, focus groups, and stakeholder engagement meetings, Sacramento County program staff has identified six outcomes, outlined below, to be addressed as the focus for the next 5-year SIP by CPS, Juvenile Probation, the Office of Child Abuse Prevention, and community providers:

<b>CPS Outcomes</b>	<b>Probation Outcomes</b>
• Recurrence of Maltreatment	• Permanency in 12 months for children entering foster care
• Permanency in 12 Months for Children in Care 24 Months or More	• Least Restrictive (Entries First Placement: Group Home)
• Re-entry to Foster Care in 12 months	
• Placement Stability	

In order to improve the outcomes outlined above, the team identified three SIP strategies for CPS:

1. Implementation of Child and Family Team meetings aimed at prevention, reunification and aftercare,
2. Intensive family finding and engagement, and
3. Increased support for children and resource families.

In addition, two SIP strategies were identified to improve outcomes for Probation:

1. Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, six-month and nine-month supervisor reviews, referrals to Re-Entry Development for Youth, and Wraparound services; and
2. Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies.

**MEASURES/EVALUATION**

Successful implementation of the California Child and Family Services Review System Improvement Plan will result in marked performance improvement on the selected outcome indicators. The six SIP measures and goals identified to improve outcomes for children and families are below.

**Child Protective Services Measures and Goals**

CPS will address the performance outcome measures listed in the table below over the next five years. For each measure, the target improvement goal is to achieve the national standard by the end of the five-year SIP. The charts on pages 30-40 of Attachment 1 provide a more detailed outline of the rationale for strategy selection, action steps for implementation, systemic changes needed to support improvement goals, and the role of partners in achieving the goals for each of the four identified CPS measures.

Measure	CSA Baseline	SIP Report Performance	Desired Direction	Most Recent State Performance	National Standard
Recurrence of Maltreatment	10.2%	10.8%	↓	9.4%	≤ 9.1%
Permanency in 12 Months for Children in Care 24 Months or More	28.3%	27.6%	↑	30.4%	≥ 30.3%
Reentry to Foster Care	14.7%	14.5%	↓	10.9%	≤ 8.3%
Placement Stability	5.2	5.24	↓	3.84 per 1,000 days	≤ 4.12 per 1,000 days

**Probation Measures and Goals**

***Permanency in 12 Months for Children Entering Foster Care***

Probation data continues to show that youth are unlikely to achieve permanency in the first 12 months after entry into foster care. According to the third quarter 2016 data report, only 12.9 percent of probation placement youth achieve permanency within 12 months of entry. The national standard is 40.5 percent. Probation has the goal to achieve the national standard over the next five years.

***Least Restrictive Placement***

Probation data shows a lack of use of relatives, foster homes and foster family agencies as placement options. According to the third quarter 2016 data report, 96.3 percent of initial placements for probation youth were in a group home. Current child welfare legislation emphasizes decreasing the use of congregate care. By utilizing home based environments, and decreasing the time to achieve permanency, Probation’s ability to increase the number of youth placed with relatives, in foster homes and with foster family agencies should improve. Probation has the goal to increase home based placements by at least 7.5 percent over the next five years.

**FINANCIAL ANALYSIS**

There is no fiscal impact to the County related to receiving and filing this report.

Respectfully submitted,

APPROVED:  
NAVDEEP S. GILL  
County Executive

\_\_\_\_\_  
SHERRI Z. HELLER, Director  
Department of Health and Human Services

By: \_\_\_\_\_  
NANCY NEWTON  
Assistant County Executive

\_\_\_\_\_  
LEE SEALE, County Chief Probation Officer  
Probation Department

**Attachments:**

**Resolution**

**Attachment 1 – California Child and Family Services Review County Self-Assessment Report**

**Attachment 2 – County Self-Assessment Appendices C & D**

**Attachment 3 – California Child and Family Services Review System Improvement Plan Report**

**Attachment 4 – System Improvement Plan Attachments 1-9**

**Attachment 5 – System Improvement Plan Notice of Intent and C-CFSR Signature Sheet**

RESOLUTION NO. 2018-0105

APPROVAL OF THE 2017-2021 CALIFORNIA CHILD AND FAMILY SERVICES REVIEW SYSTEM IMPROVEMENT PLAN

BE IT RESOLVED that the Chair of the Board of Supervisors, or her designee, on behalf of the COUNTY OF SACRAMENTO, a political subdivision of the State of California, be and is hereby authorized to sign the 2017-2021 Sacramento County System Improvement Plan Notice of Intent and California – Child And Family Services Review Signature Sheet, submit the System Improvement Plan to the California Department of Social Services by March 13, 2018, and to do and perform everything necessary to carry out the purpose of this Resolution.

BE IT FURTHER RESOLVED that a copy of the 2017-2021 System Improvement Plan be received and filed.

On a motion by Supervisor Nottoli, seconded by Supervisor Peters, the forgoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento this 27<sup>th</sup> day of February, 2018, by the following vote, to wit:

AYES: Supervisors Frost, Kennedy, Nottoli, Serna, Peters

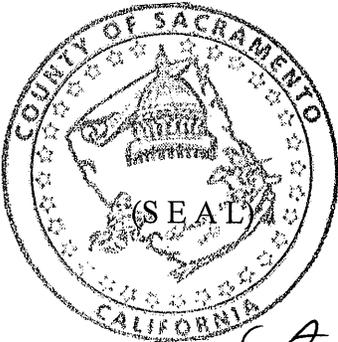
NOES: None

ABSENT: None

ABSTAIN: None

RECUSAL: None

(PER POLITICAL REFORM ACT (§ 18702.5.))



ATTEST: *Florence Evans*  
Clerk, Board of Supervisors

*Suzann Peters*

Chair of the Board of Supervisors  
of Sacramento County, California

In accordance with Section 25103 of the Government Code of the State of California a copy of the document has been delivered to the Chair of the Board of Supervisors, County of Sacramento on 2-21-18

By: *J. Nottoli*  
Deputy Clerk, Board of Supervisors

**FILED**  
BOARD OF SUPERVISORS

FEB 27 2018  
BY *Florence Evans*  
CLERK OF THE BOARD

## BOS NOTICE OF INTENT

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES  
FOR SACRAMENTO COUNTY**

PERIOD OF PLAN (MM/DD/YY): 05/30/17 THROUGH (MM/DD/YY) 05/30/21

**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates First 5 Sacramento Commission as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates DHHS/Child Protective Services as the local welfare department to administer PSSF.

**FUNDING ASSURANCES**

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute<sup>1</sup>:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

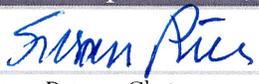
California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

	<u>4-9-18</u>
County Board of Supervisors Authorized Signature	Date
<u>SUSAN PETERS</u>	<u>COUNTY SUPERVISOR</u>
Print Name	Title

<sup>1</sup> Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at: <http://www.cdsscounties.ca.gov/OCAP/>

## California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report 

County	Sacramento County
SIP Period Dates	2016 – 2021
Outcome Data Period	Q3 2016
<b>County Child Welfare Agency Director</b>	
Name	Michelle Callejas, Deputy Director
Signature*	
Phone Number	(916) 875-0123
Mailing Address	P.O. Box 269057, Sacramento, CA 95826-9057
<b>County Chief Probation Officer</b>	
Name	Lee Seale
Signature*	
Phone Number	(916) 875-0312
Mailing Address	9750 Business Park Drive, Suite 220, Sacramento, CA 95827
<b>Public Agency Designated to Administer CAPIT and CBCAP</b>	
Name	Eric Harrold, First 5 Chief of Administration
Signature*	
Phone Number	(916) 876-5868
Mailing Address	2750 Gateway Oaks Drive, #330, Sacramento, CA 95833
<b>Board of Supervisors (BOS) Signature</b>	
BOS Approval Date	 2-27-18
Name	Susan Peters, Chair
Signature*	

## Contact Information

Child Welfare Agency	Name	Verronda Moore
	Agency	Sacramento County Child Protective Services
	Phone & E-mail	(916) 874-5080; <a href="mailto:moorev@saccounty.net">moorev@saccounty.net</a>
	Mailing Address	P.O. Box 269057, Sacramento, CA 95826-9057
Probation Agency	Name	Alan Seeber
	Agency	Sacramento County Probation
	Phone & E-mail	(916) 875-2071;
	Mailing Address	4100 Branch Center Road, Sacramento, CA 95827
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	Eric Harrold
	Agency	First 5 Sacramento Commission
	Phone & E-mail	(916) 876-5868
	Mailing Address	2750 Gateway Oaks Drive, #330, Sacramento, CA 95833
CAPIT Liaison	Name	Lisa Boulger
	Agency	Sacramento County Child Protective Services
	Phone & E-mail	(916) 874-3370; <a href="mailto:boulgl@saccounty.net">boulgl@saccounty.net</a>
	Mailing Address	P.O. Box 269057, Sacramento, CA 95826-9057
CBCAP Liaison	Name	Lisa Boulger
	Agency	Sacramento County Child Protective Services
	Phone & E-mail	(916) 874-3370; <a href="mailto:boulgl@saccounty.net">boulgl@saccounty.net</a>
	Mailing Address	P.O. Box 269057, Sacramento, CA 95826-9057
PSSF Liaison	Name	Lisa Boulger
	Agency	Sacramento County Child Protective Services
	Phone & E-mail	(916) 874-3370; <a href="mailto:boulgl@saccounty.net">boulgl@saccounty.net</a>
	Mailing Address	P.O. Box 269057, Sacramento, CA 95826-9057

# California - Child and Family Services Review

## System Improvement Plan

[2017 – 2021]



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## Introduction

In 2001, the California State Legislature passed Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act, which established the California Outcomes and Accountability Systems (COAS). In an effort to improve child welfare outcomes for children and families, COAS required all 58 counties to develop a System Improvement Plan (SIP) every five years in collaboration with the local community, prevention and early intervention partners. The SIP also requires approval by the county Board of Supervisors. This process allows both Juvenile Probation and Child Welfare agencies to objectively measure county performance in administering child welfare services, assess needs and strengths to improve performance, and plan for continuous improvement.

The California Department of Social Services (CDSS) provides quarterly data reports which include safety, permanency and well-being outcome measures for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the California Child and Family Services Review (C-CFSR) and are used to track each county's performance over time. This data is then used by each county as a guide for assessment and planning processes as well as a tool to analyze what types of policies and procedures need to be implemented. The 2016 Quarter 3 data was the baseline data used for this C-CFSR process. This data was also the foundation for the decision that determined the focus areas for the Peer Review, Focus Groups and Community Stakeholder meetings. It will continue to be the basis for the formation and implementation of Sacramento County's 5-Year SIP Plan.

The Sacramento County CFSR is the comprehensive review of the child welfare and probation placement programs from prevention and protection through permanency and after care. The development of the 2017 SIP is a continuation of the Sacramento County Self Assessment (CSA), completed in December 2016. The SIP was guided by the CSA outcomes, and is the collaborative effort between Sacramento County Probation and the Department of Health and Human Services – Child Protective Services Division, in partnership with the CDSS and community partners.

The SIP serves as the operational agreement between the County and the State, outlining how the County will improve its system to provide better outcomes for children, youth and families. Sacramento County has conducted extensive analysis of services, programs and processes to develop an integrated SIP. The SIP includes a plan for how the county will utilize prevention, early intervention and treatment funds (Child Abuse Prevention, Intervention and Treatment, Community-Based Child Abuse Prevention and Promoting Safe and Stable Families) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin.

The SIP has incorporated results from the Peer Review and CSA, reflecting a system-wide planning and feedback process that maximizes continuous community involvement. The CSA served as a vehicle to perform a quantitative evaluation. Sacramento County's performance on critical child welfare outcomes in the areas of Child Safety, Permanency and Well-Being was analyzed for Child

Welfare and Juvenile Probation in collaboration with key partners and stakeholders. The county Peer Review process was a conduit to supplement the quantitative information obtained through the CSA with qualitative data gathered from peer Social Workers, Probation Officers, and Supervisors identifying areas of strength and those needing improvement.

The Department of Health and Human Services – Child Protective Services Division and the Probation Department continue to foster a strong collaborative relationship and have worked diligently to improve outcomes for children and families. Sacramento County will continue to value and benefit from the wide array of information obtained during the 2016 CSA process. The information gathered yielded important data which has been used to inform the development of the 2017-2021 SIP. The departments remain committed to working together and utilizing resources to continue to focus on improving Safety, Permanency and Well-Being outcomes for children and families as the county moves forward in the implementation of new SIP goals.

## SIP Narrative

### **C-CFSR Team and Core Representatives**

In April 2016, to ensure continuous quality improvement, a C-CFSR Core Team was assembled and charged with the planning and writing of the County Self Assessment (CSA) report and the System Improvement Plan (SIP). Principal participants in the C-CFSR process include representatives from the County Child Welfare and Probation Placement Agencies, the California Department of Social Services (CDSS), and other local community stakeholders. The CDSS provided consultation, support, and assistance to child welfare and probation to ensure requirements and federal guidelines were met throughout the process. Stakeholders consisted of required participants, and other agencies/community organizations that deliver services to children and families in Sacramento County were invited to participate in the CSA and the SIP.

The members below comprise the C-CFSR Core Team:

#### Child Welfare:

- Verronda Moore, Program Manager, Program Administration
- Edward Fernando, Program Planner, Program Administration
- Barbara Oleachea, Program Planner, Emergency Response
- Karen Parker, Program Planner, Permanency
- Teresa Rodriguez, Program Planner, Permanency
- Charlene Duffy, Program Planner, Permanency

#### Juvenile Probation, Placement Division:

- Carl Kagel, Assistant Probation Division Chief
- Jayme McKown, Supervising Probation Officer
- Len Dozier, Senior Deputy Probation Officer

#### CDSS Support for the CSA:

- Daniel Wilson, Social Service Consultant, Children and Family Services Division, Outcomes & Accountability Bureau
- Josephine Wilson, Associate Governmental Program Analyst, Children and Family Services Division, Outcomes & Accountability Bureau
- Mary DeSouza, Social Service Consultant, Children and Family Services Division, Outcomes & Accountability Bureau
- Lisa Chavez, Associate Governmental Program Analyst, Children and Family Services Division, Outcomes & Accountability Bureau

#### CDSS Support for the SIP:

- Venus Esparza-Whitted, Social Service Consultant, Children and Family Services Division, Outcomes & Accountability Bureau
- LaFatima Jones, Social Service Consultant, Office of Child Abuse and Prevention
- Katie Sommerdorf, Social Service Manager, Children and Family Services Division, Outcomes & Accountability Bureau
- Robert Bradshaw, Social Service Manager, Office of Child Abuse and Prevention

### **C-CFSR Stakeholder Engagement**

Sacramento County developed SIP strategies and goals with input received during the CSA process through the peer review, focus groups, and stakeholder meetings. During the SIP planning process, internal management work groups were formed for selected outcome measures, and a stakeholder’s meeting was held to engage community partners in the SIP development process and to incorporate them as ongoing team members in outcome measure work groups to continue SIP efforts in Sacramento County.

#### Peer Review

Sacramento County conducted a Peer Review from August 1 to August 5, 2016, which focused on the area of reentry, in an effort to prevent reentry of children into foster care after a discharge from placement. Peer reviewers identified common themes regarding strengths and challenges of the Sacramento County Child Welfare and Probation systems, and provided recommendations for improvement.

#### Focus Groups

On June 27, 2016, a focus group was held with the Child Welfare Executive Management Team (EMT) consisting of the Deputy Director, Division Managers, Program Managers, Program Planners and Administrative Service Officers. Sacramento County data was

provided depicting the County’s progress between the years 2012 and 2014 in comparison to the national standard. The three questions, “What’s working well?” “What are the challenges/barriers?” and “What are the next steps?” were then asked in relation to five outcome measure areas: Recurrence of maltreatment (S2), Permanency in 12 months for children entering care (P1), Permanency in 12 months for children in care 24 months or more (P3), Re-entry to foster care (P4), and Placement stability (P5).

In late July 2016 through mid-October 2016, focus groups were held with CPS Supervisors; CPS Social Workers, Family Service Workers (FSW), and Child Development Specialists (CDS); foster parents; relatives and non-related extended family members (NREFMs); and parents. Each focus group was asked the three questions, “What’s working well?” “What are the challenges/barriers?” and “What are the next steps?” in relation to four topic areas: service array, engagement, court process, and work force development.

The following table outlines the dates focus groups were held:

Focus Groups	Date Held
Child Welfare Executive Management Team (EMT)	June 27, 2016
29 Foster Parents	July 20, 2016
29 CPS Supervisors	August 17, 2016
14 Foster Youth	August 25, 2016
8 Relatives and Non Related Extended Family Members (NREFMs)	September 6, 2016
42 CPS Workers comprised of Social Workers, Family Service Workers (FSW), and Child Development Specialists (CDS)	September 7, 8, 13, 2016
16 Parents	October 14, 2016

Probation utilized internal focus groups to include Probation Officers, Senior Deputy Probation Officers, Supervising Probation Officers, foster youth and the parents of foster youth. All participants were surveyed regarding probation practices in regards to areas of strengths and weaknesses.

## Stakeholder Meetings:

Two separate large stakeholder meetings were held on September 14, 2016 and September 15, 2016, which included core team members and child welfare and probation representatives. The first meeting was comprised of 78 participants (15 child welfare representatives, 1 probation representative, and 62 agency/community organization representatives), and the second consisted of 70 participants (16 child welfare representatives, 1 probation representative, and 54 agency/community organization representatives). Each stakeholder meeting was facilitated by the Northern California Regional Training Academy and consisted of an overview of the C-CFSR process and principal areas of Safety, Permanency, and Well-Being as related to federal and state outcome measures. Sacramento County data was provided depicting the County's progress between the years 2010 and 2015 in comparison to the national standard. Mini focus group tables were then organized by outcome areas of (1) S2 – Recurrence of maltreatment; (2) P4 – Re-entry to foster care; (3) P5 – Placement Stability; and (4) General questions regarding collaboration, service array, training, past and future improvements, and poverty. Participants chose a facilitator and note taker, and during the course of the meeting were able to pick two focus areas on which to provide feedback.

## System Improvement Plan

On February 14, 2017, the Child Welfare Executive Management Team (EMT) was engaged in the SIP planning process. EMT members (including the C-CFSR core team) were separated into four strategy planning work groups:

Strategy	Outcome Measure	Team Member Composition
Child and Family Team (CFT) Meetings aimed at Reunification and Aftercare	P4 – Reentry to Foster Care	5 Program Managers 5 Program Planners 1 Division Manager Deputy Director
Increased Support for Children and Resource Families	P5 – Placement Stability	3 Program Managers 5 Program Planners 1 Division Manager
Intensive Family Finding/Engagement	P3 – Permanency in 12 Months for Children in Care 24 Months or More	3 Program Managers 5 Program Planners 1 Division Manager
Child and Family Team (CFT) Meetings aimed at Prevention	S2- Recurrence of Maltreatment	3 Program Managers 6 Program Planners 1 Division Manager

Each SIP strategy work group reviewed their baseline data for their chosen outcome measure, discussed systemic factors, brainstormed target improvement goals, and began discussions toward doable action steps to improve Sacramento County's performance.

EMT SIP strategy work groups continue to meet independently after the February 14, 2017 meeting to continue their strategy planning process, including charting implementation and completion dates for their proposed action steps. P4 and S2 workgroups merged to enhance conversations and expand planning ideas around their shared CFT meeting strategy.

On May 2, 2017, Sacramento County held a stakeholder's meeting, which included core team members and child welfare and probation representatives. CDSS Consultant, Venus Esparza-Whitted, was also in attendance to provide support and oversight. The meeting was held from 1:00 p.m. to 4:30 p.m. with the goal of engaging community partners in the SIP development process. Out of 64 participants, 30 comprised of community stakeholders. The meeting consisted of a recap of the C-CFSR process, highlights from the CSA, an overview of the focus outcome measures and data, the proposed strategies for improving performance, the SIP strategy plan for moving forward, and work group break outs. Work group selections included a Probation group (focusing on P1 – Permanency in less than 12 months and P5 – Placement Stability), two separate Child Welfare, Child and Family Team (CFT) meeting groups (one focusing on S2 – Recurrence of Maltreatment and the other on P4 – Reentry to Foster Care), an Intensive Family Finding group (focusing on P3 – Permanency in 12 months for Children in Care, 24 months or More), and a Resource Family/Support group (focusing on P5 – Placement Stability).

CWS work groups were comprised of their pre-established EMT strategy work group members, C-CFSR core team members, and community stakeholder members. Community stakeholders were asked to become continuing members of their chosen strategy work groups, and were advised their groups would continue to meet annually and quarterly to continue SIP efforts in Sacramento County. Additionally, a community stakeholder was selected in each work group to serve as a co-chair with the C-CFSR core team member(s) in that group to assist with future agenda and meeting facilitation, and to maximize the voice of the partner perspective.

Work groups reviewed their outcome measure data and proposed strategy and held planning discussions on various topics including systemic changes needed to support improvement goals, educational and training needs, roles of partners in achieving goals, technical assistance anticipated, and action steps for implementation.

The following table shows the community partners represented at the May 2, 2017 stakeholders meeting:

Stakeholder Meeting: May 2, 2017	
Agency/Community Organizations noted on Attendance Sheet	
Alternative Family Services	Lilliput Children’s Services
Better Life Children Services	Los Rios School District
Bridges Inc.	My Sister’s House
Child Abuse Prevention Council of Sacramento, Inc. / Birth and Beyond	National Council on Alcoholism and Drug Dependence (NCADD)
CASA	St. Johns Program
Community Outreach Program	Uplift Family Services
County Counsel	Welcome Home Foster Family Agency
Hope for Healthy Families Counseling Center	Women Escaping a Violent Environment (WEAVE)
Koinonia Foster Homes, Inc.	Youth Solutions

### UNMET NEEDS AND GAPS IN SERVICES IDENTIFIED IN CSA

Sacramento County has a wide array of services available when compared to other counties; however, feedback from stakeholders was consistent that there is a need for increased engagement and communication between CWS and stakeholders (resource parents, foster youth, biological parents, probation, and community partners) to improve collaboration and partnering.

Specific unmet service gaps identified by C-CFSR stakeholders include the following needs:

- ❖ Resources and services for families in isolated geographic areas, and for families near their homes or within reasonable transportation access
- ❖ More preventative and aftercare services for children and families
- ❖ More family centered programs
- ❖ Transportation resources for youth and families
- ❖ Culturally appropriate mental health services and crisis mental health services for children, youth, and adults.
- ❖ More alcohol and drug related services
- ❖ Family housing and child care resources with lenient qualification criteria
- ❖ Services for fathers and single fathers caring for their children

- ❖ Services geared toward working parents that are available in the evenings and weekends
- ❖ Resources and services for high needs youth (who have behavior/mental health issues, are chronic runaways, identified as CSEC, CYPM etc.)
- ❖ Better recruitment, training, and support for resource parents
- ❖ More resource families within school of origin and for sibling groups, teens, and high needs youth (behavior/mental health issues, chronic runaways, CSEC, CYPM etc.)

Stakeholder feedback for Probation youth identified several unmet needs and gaps in service. Stakeholders expressed concern for probation youth reintegrating back into the community and the lack of support. Although currently using Wraparound services, there was concern that this was not enough. The concerns identified were: use of mentors and advocates, AOD sponsors, lack of community support service information, access to higher education, lack of educational planning, family finding for support networking, stability in the home of removal and related lack of success, employment services, and ILP services for youth home on probation.

## **PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE**

### **CHOOSING OUTCOMES**

Based on the analysis of data collected during the CSA and SIP process through the Peer Review, Focus Groups, and Stakeholder Engagement Meetings, Sacramento County has identified the outcomes to be addressed as the focus for this next 5-Year SIP by Child Welfare, Juvenile Probation, and OCAP providers:

- CW – S2 Recurrence of Maltreatment
- CW – P3 Permanency in 12 Months for Children in Care 23 Months or More
- CW – P4 Re-entry in 12 months
- CW – P5 Placement Stability
- Probation – P1 Permanency in 12 months
- Probation – 4B Least Restrictive (Entries First Placement: Group Home)

For each priority outcome measure, the target improvement goal identified is to achieve the national standard by the end of the five year SIP. The national standard was chosen as the target improvement goal for outcomes S2- Recurrence of Maltreatment, P3- Permanency in 12 Months for Children in Care 24 Months or More, and P4- Re-entry within 12 Months, because the performance data over the past three years reflect that our county is showing improvement toward the national goal in each of those areas. Regarding outcome P5- Placement Stability, the performance data showed a relatively stable performance leading up to the baseline; however, Sacramento’s goal is still to achieve the national standard.

## **S2 Recurrence of Maltreatment – CW**

Reducing rates of Recurrence of Maltreatment was identified as an area of focus for this SIP. Sacramento County's rate of Recurrence of Maltreatment has decreased from 14.3% in Q4 2014 (January 1, 2013 – December 31, 2013) to 10.3% in Q3 2016 (October 1, 2014- September, 30 2015). With the implementation of Continuum of Care Reform, Safety Organized Practice (SOP) and the Child and Family Team (CFT) Meetings, Sacramento County will continue reducing its rate of Recurrence of Maltreatment to meet the National Standard of 9.1% by the end of year 5. SOP encourages and promotes family engagement and partnering throughout the life of a referral/case. CFTs ensure the family's voice is always heard and are an integral part of the safety and case planning process. Most important is that CFTs require the child and family's presence and feedback while TDMs can occur without any of their attendance. Additionally, CFTs are facilitated using the SOP framework, which includes a more balanced strength based analysis instead of focusing mainly on deficits for problem solving. There is a strong emphasis on safety networks, behaviorally based case plans, and holistic and logistics planning to create practical and realistic plans, unique to each family, that can be sustained over time.

Sacramento County has offered basic CFT Facilitation training for social workers and supervisors. However, more needs to be done to improve the CFTs. The goal is to develop, implement and train on a Policy and Procedure to increase uniformity and expectations in the Teaming Meeting structure throughout the continuum of care in child welfare.

Sacramento County believes CFTs held at key decision points during the life of a case (e.g., imminent risk of removal, removal from a parent, safety planning, case planning, return home, and referral/case closure) will decrease recurrence of maltreatment by:

- Increasing Family engagement and delivery of services
- Creating a culture of always having the family's voice represented
- Focusing on safety support networks for safety and aftercare planning
- Developing comprehensive and attainable safety/action plans that are behaviorally based to keep children safely at home
- Reviewing and refining behaviorally based safety and case plans at key decision points to check viability
- Warm connection of families to supports available in the community
- Building parents' capacity to parent on their own through gradual lessening of external pressures and transitioning from services to aftercare plan to cultivate parental independence and readiness
- Emphasis on aftercare plans that incorporate all of the above

To move the work for this strategy forward, Sacramento County convened a strategy workgroup consisting of CPS program managers and program planners in Emergency Response, Court Services, Permanency, Division Support, and Program Administration that began meeting monthly in March 2017. On May 2, 2017, community stakeholder partners consisting of Child Abuse Prevention Center (CAPC) on behalf of the Birth and Beyond Collaborative, Women Escaping a Violent Environment (WEAVE), Bridges Inc., Sacramento CASA, Hope for Health Families, and My Sisters House joined the S-2 strategy workgroup. This group reconvened on July 24, 2017 and will meet at least quarterly. The group will utilize the SIP S-2 and P-4 Strategy chart as a work plan to implement action steps, adhere to timeframes, and monitor and evaluate progress. CPS Program Administration will provide essential data information and assessment support for the monitoring and evaluation of the S-2 Strategy.

Furthermore, Sacramento County has been discussing and exploring ideas regarding who will be facilitating CFT meetings; whether we utilize our existing TDM facilitators, case carrying social workers, or contract out to community partners. The goal is convert our TDM facilitators to CFT facilitators in the Emergency Response and Informal Supervision programs while contracting out with a community partner to provide CFT facilitators for Court Services and Permanency programs. Utilizing trained facilitators will allow workers to participate without having to assume dual roles.

In addition, since March 2017, CPS and Birth & Beyond (B&B) have worked collaboratively to identify when more referrals can be made to Birth & Beyond. The primary objective is to prevent families from entering CPS and reducing re-entry rates or recurrence of maltreatment for families after a CPS case has closed. Further, representatives from Sacramento County DHHS, Birth & Beyond Management Team, LPC Consulting, and First 5 Sacramento Commission have been meeting since July 20, 2017 to develop a methodology for evaluating outcomes for B&B families. It was agreed the analysis will measure: effectiveness in preventing future CPS involvement for all B&B home visitation clients, recurrence/recidivism for home visitation clients referred by CPS, and reunification for parents who were court ordered into parenting education by the juvenile court system.

Finally, on August 7, 2017, First 5 Sacramento Commission approved to invest nearly \$9 million annually. This funding aligns with the 5-year SIP cycle to continue serving families with children ages birth through 5. In addition, the continued contracting of services for families with children 6 and older and the allocation of CAPIT and CBCAP funds are valued resources to support this Strategy.

### **P3 Permanency in 12 Months for Children in Care 24 Months or More – CW**

The C-CFSR Team and community stakeholders have identified Permanency in 12 Months for Children in Care 24 Months or More as a priority outcome area of focus for the 2017-2021 System Improvement Plan. As noted in the County Self Assessment, Sacramento has made improvement in this outcome area, increasing from a low of 18.2% in the reporting period of January 2014 to December 2014, to 28.3% in our SIP baseline reporting quarter of October 2015 to September 2016. Despite the progress for this measure, Sacramento continues to underperform in this outcome area and as a result, has chosen this as a focus area for our SIP.

Historically, Sacramento County has implemented various strategies to address this measure, which may to differing degrees, support the increase. There has been a focus on utilizing partners in programs such as CAPKids, Destination Families and Kinship support services to focus on specific youth and provide individualized family finding. While this has proven successful for some youth, it can be an intensive process, taking varying degrees of time and effort for each youth. Due to funding issues, this process creates limits on the number of youth who can be served at any given time. The aforementioned partner resources shifted in 2015 to build a more robust and embedded program approach. In working with partners Sierra Forever Families and Lilliput Children Services, increased agency staff who are regionally assigned were added, and program design shifts were made, allowing for each CPS region to have a designated Destination Family CPS and agency social worker to team collaboratively. Operational adjustments were made for kinship supports and family finding and a Permanency Steering Committee was formed that includes representatives from each agency and CPS to address progress, program needs and data collection. Quarterly reports are also submitted from each respective agency.

Currently in Sacramento County, it is our practice that from Emergency Response throughout the life of a case, our staff are routinely and consistently inquiring about relatives and non-related extended family members. At the point in time we know a child is coming into care, we are exploring with those involved, who the family members or other connections are and attempting to engage with those individuals for the purpose of placement for the children. This effort continues once the child is in care as the investigation continues with our staff inquiring about additional family members and others who might be resources and pursuing relevant placement and supportive resources. In addition to this, we do have contract providers who can do additional family finding and engagement, as well as can be a source of referral for support of relatives who do take on placement. These supportive services and family finding can also be accessed later in our permanency programs should there be a need. Even with the focus on family finding, we know that there are gaps, especially as it pertains to the youth who are part of those in care 24 months or more. Our first step is to confirm and coordinate the on the ground practice we believe is occurring, and then to identify gaps, especially as they pertain to this outcome area. This will allow us to identify if there has been any practice drift as it pertains to this strategy and to take steps to correct any drift. We plan to do this by convening a group of

internal and external stakeholders to examine and more thoroughly understand the data, as well as our efforts. From this we will move from what we currently have in place, to develop a more thorough continuum of Intensive Family Finding, Engagement and Support services that will impact this strategy area, as well as positively impact earlier efforts so fewer children will land in this outcome area.

In addition to our ongoing efforts, in 2014 the County implemented the Permanency Case Reviews in partnership with Casey Family Programs (CFP). Utilizing a youth and data informed approach the reviews specifically focus on youth in care 2 years or more. The initial model involved the social worker, supervisor, program manager, and a CFP permanency liaison that come together to identify youth specific efforts needed to move the youth toward permanency. The review model is built on the Safety Organized Practice (SOP) model approach. Since implementation slight shifts have occurred to the initial model and focus on sustainability and data collection is now underway.

While our efforts continue in each of the areas above, research informs us that family or kin placements continue to be an underutilized source of stability for youth, and one in which we can make further strides toward permanency. For this reason, Sacramento County and the community stakeholders have chosen to specifically focus on Intensive Family Finding for the population of youth who are in care 24 months or more.

To move the work for this strategy forward, Sacramento County has convened a strategy workgroup consisting of internal CPS staff and the following community partners: Lilliput Children's Services, Sierra Forever Families, Saint John's Program For Real Change, and Sacramento CASA. To further embed the voice of partners' community, Lilliput Children's Services serves as a co-chair along with the CPS Division Manager. This group first met during the initial stakeholder meeting on May 2, 2017 and reconvened on July 26, 2017, meeting quarterly after that to move the work forward. The group will utilize the SIP P-3 Strategy chart as a work plan, which lists the action steps and time frames and will meet to build out the specifics of each step. For example, at the recent July 26 meeting, a mapping of CPS and partner programs was completed and specific kinship strategies were mapped. This exercise found several untapped and/or underutilized strategies that can be put into practice with our partners. The specific populations for focus are those youth who fall within the definition of the outcome (i.e. youth in care 24 months or longer). The group will also examine the breakdown by age, ethnicity and placement type to analyze for impact based on the strategy and resources. The group has not yet identified a specific subset (i.e. youth ages 6-10 years, etc.), but further analysis of the data during the months of September through December 2017 will help to refine our continuum and focus of service as we move forward. Finally, in addition to developing out the action steps and assigning responsibility between the county and the various partners, the group will take

responsibility for the oversight of the evaluation and monitoring with the assistance of CPS Program Administration who will provide the key data information and assessment as part of the P-3 Strategy group.

#### **P4 RE-ENTRY IN 12 MONTHS – CW**

Reducing Re-entry rates in twelve months was identified as a priority focus measure for the SIP. Sacramento County has made progress between 2012 and September 2014, lowering re-entry rates from 20.7% for the time period of July 2012 to June 2013 to 14.7% in 2014 for the time period of October 2013 to September 2014; however, re-entry rates continue to occur at a percentage not meeting the national standard (8.3%).

In the previous SIP cycle, Sacramento County implemented a number of strategies, which may have contributed in varying amounts to progress in reducing re-entry rates: (1) utilization of Team Decision Making (TDM) meetings for increased safety and aftercare planning at time of return home and referral/case closure, which included contracting with Birth & Beyond Family Resource Centers to provide services and supports for families with older children ages 6 through 17; (2) assignment of Permanency Social Workers simultaneously with Court Services Social Workers allowing Permanency Social Workers to engage parents/family in their home within 15 days of the Detention Hearing to improve timely service delivery aimed toward reunification efforts; (3) and improving timely completion of Structured Decision Making (SDM) Risk Re-assessments and Family Strengths and Needs Assessments (FSNA) tools to better determine reunification readiness. In addition to the continued contracting of services for families with children 6 and older, First 5 Sacramento Commission approved on August 7, 2017 to invest nearly \$9 million annually to continue serving families with children ages birth through 5 of this current 5-year SIP cycle. The parent education, home visitation, crisis intervention and aftercare services provided by our prevention partners through CAPIT, CBCAP and DHHS funding sources are valued resources to support this Strategy.

Deepening Safety Organized Practice (SOP) and implementing Child and Family Team (CFT) meetings will continue to reduce Sacramento County's rate of re-entry to meet the national standard of 8.3% or lower. SOP encourages and promotes family engagement and partnering throughout the life of a referral/case. CFTs ensure the family's voice is always heard and are an integral part of the safety and case planning process. Most important is that CFTs require the child and family's presence and feedback while TDMs can occur without any of their attendance. Additionally, CFTs are facilitated using the SOP framework, which includes a more balanced strength based analysis instead of focusing mainly on deficits for problem solving. There is a strong emphasis on safety networks, behaviorally based case plans, and holistic and logistics planning to create practical and realistic plans, unique to each family, that can be sustained over time.

Sacramento County believes CFTs held at key decision points during the life of a case (e.g., removal from a parent, safety planning, case planning, return home, and case closure) will decrease reentry rates by:

- Increasing Family engagement and delivery of services
- Creating a culture of always having the family's voice represented
- Focusing on safety support networks for safety and aftercare planning
- Developing comprehensive and attainable safety/action plans that are behaviorally based to keep children safely at home
- Reviewing and refining behaviorally based and safety case plans at key decision points to check viability
- Warm connection of families to supports available in the community
- Building parents' capacity to parent on their own through gradual lessening of external pressures and transitioning from services to aftercare plan to cultivate parental independence and readiness
- Emphasis on aftercare plans that incorporate all of the above

To move the work for this strategy forward, Sacramento County convened a strategy workgroup consisting of CPS program managers and program planners in Emergency Response, Court Services, Permanency, Division Support, and Program Administration that began meeting monthly in March 2017. On May 2, 2017, community stakeholder partners consisting of Alternative Family Services, Koinonia Foster Homes, Inc., Child Abuse Prevention Center (CAPC) on behalf of the Birth & Beyond Collaborative and County Counsel joined the P-4 strategy workgroup. This group will reconvene on August 14, 2017 and will meet at least quarterly. The group will utilize the SIP S-2 and P-4 Strategy chart as a work plan to implement action steps, adhere to timeframes, and monitor and evaluate progress. CPS Program Administration will provide essential data information and assessment support for the monitoring and evaluation of the P-4 Strategy.

Additionally, Sacramento County has been discussing and exploring ideas regarding who will be facilitating CFT meetings; whether we utilize our existing TDM facilitators, case carrying social workers, or contract out to community partners. The goal is convert our TDM facilitators to CFT facilitators in the Emergency Response and Informal Supervision programs while contracting out with a community partner to provide CFT facilitators for Court Services and Permanency programs. Utilizing trained facilitators will allow workers to participate without having to assume dual roles.

## **P5 PLACEMENT STABILITY – CW**

Sacramento County's C-CFSR Team and community stakeholders identified Placement Stability as one of the areas that requires attention and chosen as a focus area for the 2017-2021 System Improvement Plan (SIP). Sacramento County reviewed the data related to Placement Stability and considered information from the CFSR Team and community stakeholders obtained at various focus group meetings held during the County Self Assessment (CSA) process. Based on both the underperformance on this outcome measure and the feedback received, Sacramento identified this as a focus for this 5-Year SIP.

Sacramento County's baseline data for Q3 2016 (October 1, 2015 to September 30, 2016) for placement stability reflects a 5.27 rate; this is higher than the 4.12 Federal Standard. The data source is the UC Berkley Child Welfare Indicators Project Website. As stated in the CSA, Sacramento County has consistently not met the national standard since the last System Improvement Plan (SIP). Data since the last SIP revealed the lowest rate for Sacramento County was from April 2013 to March 2014 when the rate was at 4.65, but generally Sacramento County has remained at above a 5.00 rate.

For Q3 2016, the only age group where Sacramento County exceeded the national standard was for children under age 1 at a rate of 3.53. The two age groups with the highest number of placement moves per 1,000 days were children ages 6-10 and children ages 11-15 at a rate of 6.07 and 6.08 respectively.

There was no notable difference in the placement move rates for males and females as females placement moves per 1,000 days was at 5.33 while males had a slightly lower rate of moves at 5.21.

The ethnic groups with the highest rate for placement moves were children whose ethnicity was missing in CWS at a rate of 5.88 and the second highest rate for placement moves was for African American children at a rate of 5.42. The lowest rate was for Native American children at a rate of 2.34. Latino children experienced placement moves at a rate of 5.27, while White children's placement rate exceeded that of Latino children at a rate of 5.33.

In the previous 2012 SIP, two strategies were identified aimed at improving placement stability. The first was that by June 2015, 60% of children experiencing a possible placement change will have a TDM within a specified timeframe, or an approved waiver on file. Developing a system that could effectively track the number of potential placement disruptions, actual placement disruptions, and corresponding TDMs proved to be challenging as only actual placement disruptions and TDMs were able to be tracked. It was determined that in order to track potential disruptions would require creating a new database system implemented by each supervisor,

which would be inherently disparate because of the individualization. Furthermore, the information showed that there was no way to track success through the data systems. It was not possible to pull the necessary data on TDMs that were successful in stabilizing placements, only those when placement changes occurred thus skewing the results. Due to the inability to effectively track and measure progress, the strategy was removed from the SIP in June 2013. The second identified strategy was that by December 2015, 60% of non-relative placements will be made by the Centralized Placement Support Unit (CPSU). A monitoring system was developed to track placements made by CPSU using an EXCEL spreadsheet. A report was also compiled using CWS/CMS that provided a list of placement changes that occurred each month. The information from the CWS/CMS report was then compared to the information on the EXCEL spreadsheet to determine what percentage of non-relative placements were made by CPSU. The monitoring system proved to be labor intensive not only for the CPSU Supervisors, but also for the assigned Program Planner; however, each year of the last SIP, data showed that CPSU had progressive incremental increases in making non-relative placements for Sacramento County. Since 2014 all placements were to be made by CPSU. Sacramento's placement stability rate was 4.81 and nearing the national standard of 4.12 during the last SIP Progress Report. Worth noting was that although non-relative placements were made by CPSU, the correlation was unclear whether this strategy impacted placement stability or whether other co-occurring strategies or systemic factors that included a decrease in caseloads, regionalization, and vertical case management were key factors in the improvement in this outcome.

Since the last SIP Progress Report for the 2012 SIP, and as of January 1, 2017, Sacramento County began its full implementation of the Resource Family Approval (RFA) Program. This program implements a unified, family friendly and child-centered resource family approval process that replaces the existing multiple processes, eliminates duplication, and increases approval standards by incorporating a comprehensive psychosocial evaluation of all families that want to foster, adopt or provide legal guardianship to a child. Although it is expected that placement stability will improve with the implementation of the RFA program due to the additional required trainings, services and supports; at this time, it is too early to measure the impact RFA will have on placement stability. It is also unknown whether prospective caregivers will find the RFA process too cumbersome, and therefore withdraw from the process which may potentially impact placement stability, particularly if the child is placed with a kin caregiver who decides to not complete the RFA approval process. However, additional services and supports to all Kin, Non Related Extended Family members and all Resource Parents, will continue to decrease Sacramento County's placement stability rate to meet the national standard of 4.12 or lower.

Beginning in March 2017, monthly meetings began with the convening of a Sacramento County strategy workgroup, consisting of CPS program managers and program planners in Emergency Response, Court Services, Permanency, Division Support, and Program Administration in order

to move the work forward for this strategy. Community stakeholder partners joined the P-5 strategy workgroup on May 2, 2017. The stakeholders partners were from American River College, Court Appointed Child Advocates (CASA), Child Abuse and Prevention Center on behalf of the Birth & Beyond Collaborative, Community Outreach Advocate, National Council on Alcoholism and Drug Dependency (NCADD) and Hope Foster Family Agency. This group will reconvene on July 26, 2017 and will meet at least quarterly. The group will utilize the SIP P-5 chart as a work plan to implement action steps, adhere to timeframes, and monitor and evaluate progress. CPS Program Administration will provide essential data information and assessment support for the monitoring and evaluation of the P-5 Strategy.

Starting in January 2017, Sacramento County began implementation of the Resource Family Approval process. The new approval process requires a minimum of three face-to-face interviews with each applicant wherein a psychosocial assessment is conducted and a minimum of one separate face-to-face interview with all other persons living in the home, including children. The comprehensive psychosocial assessments and interviews will aid the RFA social worker to fully assess the family's strengths and needs while building a supportive relationship with the caregiver and mitigate any concerns if possible.

Beginning in August 2017, Sacramento County in partnership with UCD Medical Center, introduced the PC-CARE Program for dependent children, ages one through five, newly placed within 90 days in out of home care with a resource parent (foster parent, relative, or non-related extended family member). Resource parents will have the option to participate in the PC-CARE Program, which is a 6-week intervention that occurs in the resource parent's home designed to improve the quality of the resource parent-child relationship. The goal of PC-CARE is in part to help the child feel comfortable in the home, understand their new resource family's lifestyle, and build a warm relationship quickly. Additionally, PC-CARE assists the resource parent to identify how the child's trauma history may impact functioning and to help the resource parent target behavior management strategies that are most effective for the child to improve behavior issues. The purpose of PC-CARE is to decrease placement disruption and provide support for resource parents with young children in their care who have experienced traumatic events that are impacting their behaviors and/or relationships, who are adjusting to a new home or situation, and who may be disruptive, defiant or aggressive at home or school. A tracking mechanism was developed to track resource parents and children participating in the service to determine if the program had an impact on placement stability.

### **P1 PERMANENCY IN 12 MONTHS-PROBATION**

In the 2016 CSA, Probation data continues to show that youth are unlikely to achieve permanency in the first 12 months after entry into foster care. According to the Q3 2016 data report, only

12.9% of probation placement youth achieve permanency within 12 months of entry. The national standard is 40.5%. Probation has the goal to achieve the national standard over the next 5 years.

Probation youth face barriers in achieving permanency. These barriers include criminal behavior, runaway histories, substance abuse, lack of parental support, and mental health issues.

Often when a probation youth absconds from their court ordered placement, they run home. Probation Placement plans to increase collaboration within our own agency and partner with Juvenile Field to apprehend those who have runaway and have active warrants. If the length of time a youth is on warrant status can be significantly shortened, the permanency timeline can be expedited.

Lack of parental support also plays an integral role of delaying permanency. Often parents are hesitant to reunify with their older age children. Probation placement plans to begin an earlier identification of these issues and implement supportive in-home services. Probation will continue the use of Wraparound services as well as implement REDY (Re-Entry Development for Youth). REDY is a probation initiative designed to assist in preparing and planning for youth who have been in out-of-home placements or served periods of confinement. The plan is developed collaboratively and provides an outline with support services to assist in the transition back home and into the community. A study conducted by Pew Charitable Trusts indicated that parents are the most important factor in determining youth success in reintegration into the community, yet only one in three families reported being included in any release plan. Re-Entry is the process of preparing and planning for youth who have been in out-of-home placements or served periods of confinement.

Additionally, matching a youth's needs specifically with the services the placement program provides is a huge factor in a successful placement. If done correctly, a youth can quickly integrate into the milieu, make behavioral and therapeutic progress, and ultimately achieve permanency. Probation's goal is to improve our communication and collaboration with our placement agencies. If Probation is knowledgeable of the type of client who has shown to be successful at a particular program, then better placement choices can be made relative to the initial placement, ultimately decreasing the time to achieve permanency. Over the next several years, Probation hopes to implement a yearly Provider meeting to bridge the gaps in communication. We will continue to complete yearly audits of our placement programs and request statistical data to ensure we are using programs with evidence to support successful outcomes for youth.

#### **4B LEAST RESTRICTIVE (ENTRIES FIRST PLACEMENT: GROUP HOME)-PROBATION**

In the 2016 CSA, Probation data continues to show the lack of use of relative placement, foster homes and foster family agencies as placement options. According to the Q3 2016 data report, 96.3% of probation placement youth initial placement was in a group home. With the passing of Assembly Bill 403 in October 2015, effective January 1, 2017, Probation will have to change their practice. With the intent of this law decreasing the use of congregate care, utilizing home based environments, and decreasing the time to achieve permanency, our ability to increase the number of youth placed with relatives, in foster homes and with foster family agencies should rise. Probation has the goal to increase home based placements over 7.5% over the next 5 years.

Currently at the time of detention, minimal family finding is completed by officers. This information is documented in the Juvenile Intake Report. Minimal family finding is again done while the youth is pending court. This is often documented in the addendum to the intake report. For the majority of cases that result in an out of home placement order, the report indicates: "Family Finding/Notification is not applicable. The minor is at risk of temporary removal from the home but the plan is to reunify with the parents/legal guardians."

When a youth is detained and the probation officer has reason to believe the youth is at risk of entering foster care, the probation officer has 30 days to identify, locate and notify, in writing, all adult relatives located. It is imperative that Probation implement a family finding worksheet that can be built upon through the duration of the case. This will allow a system for family notification upon removal.

In addition to the interview with the parent/legal guardian, Probation has access to Lexis Nexis, a family finding resource, which can be implemented during the investigative process. If family members are notified up front, prior to the removal order, there is a greater opportunity for the success of an initial relative placement.

Recruiting families to become Resource Families for the probation placement population is also key in increasing the number of youth placed in home based environments. Additionally, Foster Family Agencies have shied away from taking probation youth due to the stigma an "adjudicated offense" gives a youth. Reaching out to FFAs to increase capacity and provide education surrounding probation foster youth will further assist in reducing the use of congregate care.

Lastly, the continued use of our contracted community based organizations, Lilliput Children's Services and Sierra Forever Families, to complete intensive family finding and case management has already proven to be successful and an action step to be continued in the future.

## SUMMARY OF CHILD WELFARE DATA FOR PERFORMING AND UNDERPERFORMING MEASURES

\*\*\* These measures indicate areas of focus for this SIP Report.

\*\* Most Recent State Performance is the combined total for all counties in California.

Measures highlighted in green indicate areas that are meeting the Federal or State standard.

Measures highlighted in red indicate areas that are not meeting the Federal or State standard.

### Baseline Quarter vs. Current Performance Quarter

Measure	Baseline (2016 Q3)	Current Performance (2016 Q4)	Desired Direction	Most Recent State Performance**	National Standard or Goal
S1 Maltreatment in Foster Care	<b>8.74</b> <b>(10/5-09/16)</b>	<b>11.13</b> <b>(01/16-12/16)</b>	↓	<b>7.24</b> per 100,000 days	≤ 8.5 per 100,000 days
S2 Recurrence of Maltreatment ***	<b>10.2%</b> <b>(10/14-09/15)</b>	<b>10.8%</b> <b>(01/15-12/16)</b>	↓	<b>9.4%</b>	≤ 9.1%
P1 Permanency in 12 Months for Children Entering Care	<b>47.3%</b> <b>(10/14-09/15)</b>	<b>46.5%</b> <b>(01/15-12/16)</b>	↑	<b>35.0%</b>	≥ 40.5%
P2 Permanency in 12 Months for Children in Care 12 – 23 Months	<b>45.9%</b> <b>(10/15-09/16)</b>	<b>50.6%</b> <b>(01/16-12/16)</b>	↑	<b>46.5%</b>	≥ 43.6%
P3 Permanency In 12 Months for Children in Care 24 Months or More ***	<b>28.3%</b> <b>(10/15-09/16)</b>	<b>27.6%</b> <b>(01/16-12/16)</b>	↑	<b>30.4%</b>	≥ 30.3%
P4 Reentry to Foster Care ***	<b>14.7%</b> <b>(10/13-09/14)</b>	<b>14.5%</b> <b>(01/14-12/14)</b>	↓	<b>10.9%</b>	≤ 8.3%
P5 Placement Stability ***	<b>5.2</b> <b>(10/15-09/16)</b>	<b>5.24</b> <b>(01/16-12/16)</b>	↓	<b>3.84</b> per 1,000 days	≤ 4.12 per 1,000 days

Source: California Child Welfare Indicators Project

Measure	Baseline (2016 Q3)	Current Performance (2016 Q4)	Desired Direction	Most Recent State Performance**	National Standard or Goal
2B Timely Response (Immediate Response)	93.8% (07/16-09/16)	94.4% (10/16-12/16)	↑	96.7%	≥ 90.0%
2B Timely Response (10 Days)	87.4% (07/16-09/16)	88.4% (10/16-12/16)	↑	90.2%	≥ 90.0%
2F – Timely Visits (Out of Home)	87.4% (10/16-09/16)	86.2% (01/16-12/16)	↑	94.4%	≥ 95.0%
2F – Timely Visits (Out of Home) – In Residence	79.9% (07/16-09/16)	79.0% (01/16-12/16)	↑	78.8%	≥ 50.0%
4A – Youth Placed with Some or All Siblings	67.1% (10/01/16)	66.6% (01/01/2017)	↑	71.2%	N/A
4B Least Restrictive Placement (Entries First Placement)	Relative Homes				
	16.7% (10/15-09/16)	14.3% (01/16-12/16)	↑	27.2%	N/A
	County / Foster Homes				
	10.3% (10/15-09/16)	12.6% (01/16-12/16)		14.6%	N/A
	Foster Family Certified Homes				
	45.9% (10/15-09/16)	43.3% (01/16-12/16)		40.5%	N/A
	Group Homes				
	23.7% (10/15-09/16)	26.2% (01/16-12/16)	↓	11.4%	N/A
	Other				
3.4% (10/15-09/16)	3.6% (01/16-12/16)		6.2%	N/A	

Source: California Child Welfare Indicators Project

Measure	Baseline (2016 Q3)	Current Performance (2016 Q4)	Desired Direction	Most Recent State Performance**	National Standard or Goal
<b>4B Least Restrictive Placement (Point In Time)</b>	Relative Homes				
	<b>26.3%</b> (10/01/16)	<b>25.7%</b> (01/01/17)	↑	36.3%	N/A
	County Foster Homes				
	<b>7.6%</b> (10/01/16)	<b>6.8%</b> (01/01/17)		9.1%	N/A
	Foster Family Certified Homes				
	<b>26.3%</b> (10/01/16)	<b>25.5%</b> (01/01/17)		23.8%	N/A
	Group Homes				
	<b>9.4%</b> (10/01/16)	<b>9.6%</b> (01/01/17)	↓	6.1%	N/A
	Other				
	<b>30.4%</b> (10/01/16)	<b>32.4%</b> (01/01/17)		24.7%	N/A
<b>8A – Outcomes for Youth Exiting Foster Care at Age 18 or Older</b>	Percent who Completed High School or Equivalency				
	<b>76.2%</b> (07/16-09/16)	<b>73.7%</b> (10/16-12/16)	↑	<b>69.4%</b>	N/A
	Percent who Obtained Employment				
	<b>52.4%</b> (07/16-09/16)	<b>55.3%</b> (10/16-12/16)	↑	<b>54.4%</b>	N/A
	Percent with Housing Arrangement				
	<b>92.9%</b> (07/16-09/16)	<b>94.7%</b> (10/16-12/16)		<b>89.2%</b>	N/A
Percent with a Permanency Connection					
<b>95.2%</b> (07/16-09/16)	<b>92.1%</b> (10/16-12/16)		<b>94.1%</b>	N/A	

Source: California Child Welfare Indicators Project

## SUMMARY OF PROBATION DATA FOR PERFORMING AND UNDERPERFORMING MEASURES

\*\*\* These measures indicate areas of focus for this SIP Report.

\*\* Most Recent State Performance is the combined total for all counties in California.

Measures highlighted in green indicate areas that are meeting the Federal or State standard.

Measures highlighted in red indicate areas that are not meeting the Federal or State standard.

### Baseline Quarter vs. Current Performance Quarter

Measure	Baseline (2016 Q3)	Current Performance (2016 Q4)	Desired Direction	Most Recent State Performance**	National Standard or Goal
S1 Maltreatment in Foster Care	8.08 (10/15-09/16)	15.51 (01/16-12/16)	↓	4.18 per 100,000 days	≤ 8.5 per 100,000 days
P1 Permanency in 12 Months for Children Entering Care***	12.9% (10/14-09/15)	13.9% (01/15-12/16)	↑	24.7%	≥ 40.5%
P2 Permanency in 12 Months for Children in Care 12 – 23 Months	35.3% (10/15-09/16)	25% (01/16-12/16)	↑	30%	≥ 43.6%
P3 Permanency In 12 Months for Children in Care 24 Months or More	45% (10/15-09/16)	37.5% (01/16-12/16)	↑	17.8%	≥ 30.3%
P4 Reentry to Foster Care	13% (10/13-09/14)	16.7% (01/14-12/14)	↓	13.7%	≤ 8.3%
P5 Placement Stability	2.92 (10/15-09/16)	2.84 (01/16-12/16)	↓	1.83 per 1,000 days	≤ 4.12 per 1,000 days

Source: California Child Welfare Indicators Project

Measure	Baseline (2016 Q3)	Current Performance (2016 Q4)	Desired Direction	Most Recent State Performance**	National Standard or Goal
2F – Timely Visits (Out of Home)	89.7% (10/16-09/16)	88.5% (01/16-12/16)	↑	83.7%	≥ 95.0%
2F – Timely Visits (Out of Home) – In Residence	99.7% (07/16-09/16)	99.5% (01/16-12/16)	↑	87.8%	≥ 50.0%
4B Least Restrictive Placement (Entries First Placement-Relative)***	2.5 (10/15-9/16)	1.7 (1/16-12/16)	↑	2.4	N/A
4B Least Restrictive Placement (Entries First Placement-Foster Home)***	0 (10/15-9/16)	0 (10/15-9/16)	↑	0.1	N/A
4B Least Restrictive Placement (Entries First Placement-Foster Family Agency)***	0 (10/15-9/16)	0 (10/15-9/16)	↑	0.7	N/A
4B Least Restrictive Placement (Entries Group/Shelter-)***	96.3 (10/15-9/16)	96.6 (10/15-9/16)	↓	95.1	N/A

Source: California Child Welfare Indicators Project

### SUMMARY OF Child Welfare SIP Prioritizations

As previously mentioned, Sacramento County Child Welfare has prioritized the following outcome measures that are performing below California/National Standards as the focus for this 5-Year SIP. Please see the Strategy Analysis section on pages 34 – 44 for further analysis of these measures:

- CW – S2 Recurrence of Maltreatment
- CW – P3 Permanency in 12 Months for Children in Care 23 Months or More
- CW –P4 Re-entry in 12 months
- CW – P5 Placement Stability

Sacramento County Child Welfare baseline data shows performance below the national standard/goal for the following outcome measures:

- S1 Maltreatment in Foster Care
- 2B Timely Response (10 Days)
- 2F Timely Visits (Out of Home)

Child Welfare will continue to monitor the aforementioned outcome measures not meeting the national standard/goal. In addition, the county will be engaging stakeholders and developing a Strategy to address one or more of our performance outcome measures. Once the additional Strategy has been determined and approved by the County Board of Supervisors, it will be added in the SIP Progress Report.

<b>S1 Maltreatment in Foster Care</b>			
Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
10.48	7.45	4.59	8.74

As reported in Sacramento County’s 2017 CSA report, the criteria for this Federal Outcome Measure has changed. While the previous measure S2.1 (No Maltreatment in Foster Care) calculated the percentage of children served in foster care during the year who did not have a substantiated maltreatment allegation by a foster parent or a residential facility staff member, the new outcome measure 3-S1<sup>1</sup> (Maltreatment in Foster Care) measures the number of children with substantiated reports of all maltreatment by *any* perpetrator while a child was in foster care during a 12-month period.

The national standard for S1 Maltreatment in Foster Care is 8.5 or lower. The most recent data available for the time period of October 2015 to September 2016 reveals that Sacramento County’s current performance is at 8.74. Based upon four year trends, Child Welfare’s performance for this outcome measure fluctuated over time, and is moving away from the desired direction. However, Sacramento County will be addressing this area with the implementation of Safety Organized Practice and progression of teaming practices to support families. Child and Family Teaming (CFT) will be utilized throughout the continuum of care to promote safety and wellbeing for the child/youth. CFT means a group of individuals who are convened by the placing agency and who are engaged through a variety of team-based processes to identify the strengths and needs of the child/youth and his or her family, and to help achieve positive outcomes for safety, permanency, and well-being. A CFT engages with the child/youth and family in assessing, planning and delivering services to address critical issues/unmet needs. The team expands to include other members as necessary and appropriate. Team compositions are guided by the family’s needs and preferences and may change over time. CFT meetings are a facilitated process that meaningfully involves child/youth and families in planning and decision-making. Attendees may include the child/youth; parent, caregiver, and/or other family member; CPS Social Worker; Probation Officer; Behavior Health Services (BHS) provider representative; Sacramento County Office of Education (SCOE) or home school district representative; other providers involved with the child/youth and/or family; and other individuals important to the youth and family, as deemed necessary and important to the CFT Meeting. Ongoing regular CFT meeting will be required for case planning and review. CFT meetings are also convened when revisions to the plan are needed to address any new issues that may emerge.

<sup>1</sup> In calculating the performance for the measure S1 Maltreatment in Foster Care, rate is multiplied by 100,000 days to produce a whole number, which is easier to interpret. Therefore, performance for this measure is expressed as a rate per 100,000 days.

Child Welfare conducted a data analysis to review other aspects of performance for this outcome measure by gender, ethnicity and age. The following sections outlines our preliminary findings.

Outcome by Gender	Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
Females	13.68	6.83	3.21	12.51
Males	7.28	8.06	5.92	5.01

Our data for the time period of October 2015 to September 2016 reveals that females are victims of maltreatment in foster care at a rate of 12.51 compared to males at a rate of 5.01.

Outcome by Ethnicity	Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
Caucasian	7.25	10.74	5.55	10.57
African American	11.69	4.87	6.91	8.97
Latino	11.42	4.41	1.50	6.69
Asian American /Pacific Islander	19.56	21.19	N/A	6.58
Native American	7.51	7.66	N/A	N/A

Our data for the time period of October 2015 to September 2016 reflects that there is an overrepresentation of African American children that are victims of maltreatment in foster care at rates higher than others ethnicities except for Caucasian children.

Outcome by Age	Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
Under 1	8.82	3.86	1.80	2.75
1 – 2	10.87	6.46	4.33	8.73
3 – 5	17.83	6.93	1.54	4.00
6 – 10	9.54	14.40	1.78	9.39
11 – 15	9.05	6.33	6.12	14.62
16 – 17	7.50	2.58	17.45	11.09

Based upon four year trends, Child Welfare’s performance for this outcome measure fluctuated over time in which different age groups of children met the national standard. For the most recent time period, the Under 1 and 3-5 age groups of children met the national standard with 2.75 and 4.00, experiencing less substantiated reports of maltreatment while in foster care. Consequently, the other age groups experienced high rates of substantiated maltreatment were 11-15 at 14.62, followed by 16-17 at 11.09, 6-10 at 9.39 and 1-2 at 8.73. As the county’s data indicated, the majority of children experiencing maltreatment in foster care are preteens to older teenagers.

Child Welfare conducted a preliminary analysis of the S1 Maltreatment in Foster Care measure utilizing Safe Measures with an extract date of November 13, 2017. Safe Measures revealed the number of children ages 0 through 17 who experienced maltreatment in foster care. The table

below provides the breakdown of occurrences of victimization for children in the noted timeframes.

	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
Total # of Children	3,559	3,489	3,475
# of children with maltreatment	57	33	65
1 of occurrence of victimization per child	56	33	60
2 of occurrences of victimization per child	1	0	4
3 of occurrences of victimization per child	0	0	0
4 of occurrences of victimization per child	0	0	1
5 or more occurrences of victimization per child	0	0	0

While the aforementioned preliminary analysis was completed, Child Welfare will conduct further analysis to examine if any of the following may be contributing to our performance: placement type, perpetrator type, sibling sets and CSEC population. We will also assess the barriers, as well as systemic, and/or environmental conditions that may be contributing to why this outcome performance is not meeting the National Standard. The findings of this analysis will allow the county to determine the appropriate course of action to address any challenges revealed in the study. The findings will be reported in the Annual May 2018 SIP Progress Report.

<b>2B Timely Response (10 Days) Annually</b>			
Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
94.1%	93.8%	90.4%	88.1%

Based upon three year trends, Child Welfare’s performance for measure 2B has been at or above the state goal of 90% of cases with a timely response for 10 day responses. However, during the most available year, the county did not meet the goal between the period of October 2015 to December 2016. The decline in Timely Response to 10 day referrals between the period of October 2015 to December 2016 can be attributed to a decreased workforce. In 2015, Sacramento county had an average social worker vacancy rate of 15.9% according to the March 2017 Staffing Report completed by CPS Program Administration. Vacant positions increase caseloads for existing Social Workers and Supervisors thus causing delays in response times. The average caseloads for ER social workers in 2015 were 19 with the highest number of referrals being 26 referrals in March 2015. In 2016, the average caseload was at 18 with a workforce of new social worker and supervisors learning new procedures.

**2B Timely Response (10 Days) Quarterly**

Oct 2012 to Dec 2012	Oct 2013 to Dec 2013	Oct 2014 to Dec 2014	Oct 2015 to Dec 2015
91.4%	95.0%	91.8%	86.6%

In viewing the same data for measure 2B on a quarterly basis, the county had been at or above the state goal of 90% of cases with a timely response for 10 day responses from October 2012 to December 2014. It is the expectation of the Emergency Response (ER) supervisor that social workers will complete 100% of responses within the mandated timeframes. Sacramento County will be addressing this area through referral and/or case reviews. For example, social workers and supervisors are expected to use Safe Measures once a week to identify 10 days that are due. Program Managers will review 2 cases per unit to examine practices and compliance. The case review will include reviewing CWS/CMS documentation, a review of SDM, and consulting with staff as needed.

<b>2F Timely Visits (Out of Home)</b>			
Oct 2012 to Sept 2013	Oct 2013 to Sept 2014	Oct 2014 to Sept 2015	Oct 2015 to Sept 2016
92.1%	92.2%	91.8%	87.4%

The standard for 2F: Timely Visits was previously 90% of all cases were required to have face-to-face monthly contacts. This standard was raised to 95% as of federal fiscal year 2015. Sacramento County was consistently meeting the standard prior to federal fiscal year 2015. However, after the higher standard was implemented, the county has not achieved the new standard. Sacramento County will be addressing this area through referral and/or case reviews, and through prevention and intervention services performed by the county’s OCAP funded partners.

Case reviews will be utilized as post-hoc tools to improve timely out-of-home social worker visits in the child’s residence. Data collected from case reviews identifying areas for improvement will be analyzed. Organizational and systemic process concerns will be addressed using the principles of Continuous Quality Improvement (CQI). Individual and/or micro concerns will be addressed by the Supervisor and/or Manager. Remedies may include, but are not limited to:

- Provide training at the division, bureau or staff level
- Enhance new social worker job training
- Enlist stakeholders to identify and implement solutions
- Identify and utilize additional supports for social workers (e.g. using Foster Family Agency social workers to conduct qualifying visits.)

Improvement will be monitored by Supervisors using available tools (e.g. SafeMeasures).

The case review practices below will be utilized:

- Child and Family Service Reviews (CFSR): The CFSR collects data on systemic factors related to 2F-Timely Visits that have been observed from case reviews. This information is utilized as part of the county's efforts towards Continuous Quality Improvement (CQI). Information about the CFSR process and the role of the social worker will be added as a component of the new social worker cohort training beginning in August 2017. The CFSR continuously generates reports from the CFSR Online Monitoring System to track Sacramento County's performance.
- Monthly Permanency Case Reviews: Program Managers will meet with their Supervisors and Social Workers (SWs) to review 1-2 cases per unit per month for children in care over 24 months. The team will review the cases in depth, from the beginning of the case to present. Barriers to permanency will be identified and a plan will be determined to achieve permanency. Monthly Permanency Case Reviews will address in-person contact with children by CPS SWs. Case reviews utilize the Safety Organized Practice (SOP) framework.
- Quarterly Permanency Case Reviews: Program Managers will meet with their Supervisors and SWs to review cases previously reviewed at the Monthly Permanency Case Reviews that have not yet moved to permanency. Barriers to permanency will be identified and a plan will be determined to achieve permanency. Quarterly Permanency Case Reviews will address in-person contact with children by CPS SWs.
- Major Incident Communication and Review: Permanency Services (PS) and Court Services (CS) staff will meet quarterly to conduct a forensic review of a case where there was a critical incident or death. Critical thinking and principles of SOP will be utilized to determine what went well, what we missed, what could have been done differently and what could be done to improve practice in the future. The impact on in-person contact with the children will be addressed and incorporated into practice changes if appropriate.
- Congregate Care Staffing (CCS): The assigned SW will participate in CCS when a child is being considered for placement in congregate care. Subsequent staffings will occur at 6 months, then every 60 days (for children 12 & under) and every 6 months (for children 13 and older). Barriers to stepping down and whether a need for congregate care still exists will be addressed along with the impact on in-person contact with the child.
- Supervisor/SW Individual Meetings: Supervisors will utilize SafeMeasures to address timely in-person child contact in individual SW monthly staffings. Two measures will be reviewed: 1) Face-to-Face Contacts and 2) Face-to-Face Contacts in Preferred Location. SWs will be encouraged to use SafeMeasures as a time management tool.
- Friday Report: Supervisors will utilize the weekly Friday Report to monitor timely in-person child contact and address it with unit SWs as necessary.

While there are no national standards for the following outcome measures, baseline data depicts that Sacramento County needs to have better performance when comparing to statewide performance for the following outcome measures:

- 4A Youth Placed with Some or All Siblings
- 4B Least Restrictive Placement (Entries with First Placements)
  - Relative Homes
  - Group Homes
- 4B Least Restrictive Placement (Point in Time)
  - Relative Homes
  - Group Homes
- 8A Outcomes for Youth Exiting Foster Care at Age 18 or Older
  - Percent who Completed High School or Equivalency
  - Percent who Obtained Employment

These outcome measures will be addressed by Child Welfare with the implementation of other initiatives (i.e. SOP, CCR, AB12, Family Finding and Kinship Support, Child and Family Team Meetings, etc.), referral or case reviews, and/or through prevention and intervention services performed by the county's OCAP funded partners.

## **SUMMARY OF Probation SIP Prioritizations**

Sacramento County Probation has prioritized the following outcome measures that are performing below California /National Standards as the focus for this 5-Year SIP. Please see the Strategy Analysis section on pages 45 – 51 for further analysis of these measures:

- Probation – P1 Permanency in 12 Months for Children Entering Care

Sacramento County Probation baseline data shows performance below the national standard/goal for the following outcome measures:

- P2 Permanency in 12 Months for Children in Care 12-23 Months
- P4 Reentry to Foster Care
- 2F Timely Visits (Out of Home)

Probation’s performance for measure P2, P4, and 2F are not performing consistent with the national standard. However, comparative to P1, the discrepancy between Probation’s performance and the national standard is minimal and therefore were not made a priority in the SIP.

While there are no national standards for the following outcome measure, baseline data depicts Probation needs to have better performance in placing youth in home like settings, particularly given the recent enactment of Assembly Bill 403. The following outcome measure will be a focus in the SIP:

- 4B Least Restrictive Placement (Entries with First Placements)
  - Relative Homes
  - Foster Home
  - Foster Family Agency

## CHILD WELFARE AND PROBATION FOCUS OUTCOME MEASURES STRATEGY ANALYSIS

### Outcome Measure: S2 Recurrence of Maltreatment – Child Welfare (and P4 Re-Entry within 12 months – Child Welfare)

Strategy 1: Implement Child and Family Team (CFT) Meetings  
Aimed at Prevention, Reunification, and Aftercare.

#### Rationale for Strategy Selection:

In Q3 2016 (October 1, 2014-September 30, 2015) S2 Recurrence of Maltreatment was at 10.3% (Data Source: CWS/CMS 2014 Quarter 3 Extract/ UC Berkley). Out of 4,335 children who were victims of a substantiated allegation during a 12-month period, 448 (10.3%) were victims of another substantiated maltreatment allegation within 12 months of their initial report. The National Standard for the measure is 9.1%. In order to meet the standard, the number of children with a subsequent substantiation would need to decrease by 54.

Although Sacramento County has seen an improvement in recurrence of maltreatment since the 2012 SIP, CPS continues to perform above the National Standard. Staff and Stakeholders recognize the importance of engagement and improving the quality of engagement with families. Simultaneously, the following was identified: 1) there is an underutilization of Child and Family Team meetings throughout the continuum of care, 2) there is a limited number of Team Decision Making Meeting Facilitators to meet the demand of family meetings, and 3) case plans are not tailored to the needs of the family and do not include the child, family, and caregiver's voice.

Implementing Child and Family Team meetings at key junctures throughout the continuum of child welfare will increase family engagement, produce better assessments, and enable better planning and delivery of services by:

- Fostering natural supports for families
- Identifying and creating strong safety networks
- Developing sustainable safety plans, aftercare and support plans that are tailored to the families' needs
- Enhancing services within the community to improve support for the family after the CPS referral/case is closed

Team Decision Making Meetings have been utilized for placement stability, imminent risk of removals and emancipation conferences. Since 2014, CWS Social Workers have been responsible for facilitating CFT meetings for children and youth receiving mental health services. This strategy expands the integration of CFT meetings from Emergency Response through Aftercare once permanency has been achieved.

Outcome Measures affected: S2, P1, P4, and P5

**Research/Literature that Supports Strategy Selection:** *(if applicable)*

- Bell, L. (2001). Patterns of interaction in multidisciplinary child protection teams in New Jersey. *Child Abuse and Neglect*, 25, 65-80.
- Berzin, S. C., Thomas, K. L., & Cohne, E. (2007). Assessing model fidelity in two family group decision-making programs: Is this child welfare intervention being implemented as intended? *Journal of Social Service Research*, 34, 55-71.
- California Partners for Permanency. [www.reducefostercarenow.org](http://www.reducefostercarenow.org)
- Children and Family Futures. (2011). *The collaborative practice model for family recovery, safety and stability*. Irvine, CA: Author.
- Crampton, D. S. (2003). Family group decision making in Kent County, Michigan: The family and community impact. *Protecting Children*, 18, 81-83.
- Crampton, D., & Jackson, W. L. (2007). Family group decision making and disproportionality in foster care: A case study. *Child Welfare*, 86, 51-69.
- Epstein, M. H., Nordness, P. D., Kutash, K., Duchowski, A., Schrepf, S., Benner, G. J., & Nelson, J. R. (2003). Assessing the wraparound process during family planning meetings. *The Journal of Behavioral Health Services & Research*, 30, 352-362.
- Keast, R., & Mandell, M. (2009). *Why collaborate and why now?* Australian Research Alliance for Children and Youth.
- Pennel, J., Edwards, M., & Burford, G. (2010). Expedited family group engagement and child permanency. *Children and Youth Services Review*, 32, 1012-1019.
- Snyder, E., Lawrence, C. N., & Dodge, K. (2012). The impact of system of care support in adherence to wraparound principles in child and family teams in child welfare in North Carolina. *Child and Youth Services Review*, 34, 639-647.

**Action Steps for Implementation:**

- CFT Meeting Triggers Chart (ER through Permanency)
- Analyze current data/population to further identify triggering events to convene a CFT meeting
- Develop criteria for CFTs to improve S2 outcome measure
- Determine number of facilitators and schedulers needed to facilitate CFT meetings
- Explore facilitation training needs internally and with external partners
- Develop a CFT policy and procedure
- Train to CFT policy and procedure
- Provide ongoing CFT meeting facilitation training
- Work with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT participation

**Evaluating and Monitoring:**

- Develop CQI evaluation methodology mechanism/model to determine effectiveness of CFTs (after all staff has been trained to the CFT policy and procedure)
- Monitor progress utilizing the developed CQI mechanism/model on an ongoing basis

**Systemic Changes needed to support improvement goal:**

- Deepen use of SOP practice and skills among staff
- Strengthen use of aftercare plans
- Partner with relatives regarding after care plans aimed at preventing recurrence of maltreatment and re-entry
- Document CFTs in family's voice
- Develop action plans in family's voice
- Expand CFTs to all children in foster care
- SOP Consultations with Program Managers and County Counsel prior to recommendation to return home or terminate Dependency to enhance CFT meeting discussion and strengthen action planning

**Educational and Training Needs:**

- Explore facilitation training needs for CPS staff and community stakeholder partners.
- Identify trainers
- Continue SOP coaching and training for social workers, supervisors, and managers to deepen practice and skills. Coaching and training is provided by the Northern California Training Academy.
- Train social workers and contracted provider, if applicable, on effective and successful facilitation of CFT meetings
- Train social workers, supervisors, and contracted provider (if applicable) on development of comprehensive action plan
- Train resource parents and community partners about CFTs
- Provide trauma support to resource parents and families
- CPS supervisor and/or contract monitor supervisor to evaluate the individual effectiveness and success of CFT facilitators
- Ensure the family has CFT participants of their choosing, while being mindful not to coerce invitations
- Ensure the people professionally involved with the family are participating in the CFT

**Roles of Partners in Achieving Goals:**

- Service provider will participate in CFT meetings when invited
- Service providers will be involved in planning before CFT meetings so they understand recommendations and can provide feedback
- Service providers will provide input regarding return home and termination of dependency recommendations
- Prepare resource parents and biological parents to come together at the table to support each other
- Community partners will continue to come together with Sacramento County to further explore their roles in achieving our goals

**Outcome Measure: P3 Permanency in 12 Months for Children in Care 24 Months or More – Child Welfare**

**Strategy 2: Intensive Family Finding**

**Rationale for Strategy Selection:**

Sacramento County’s performance in outcome P3 is currently 28.3% (October 1, 2015-September 30, 2016), which is 7.1% below the national standard of 30.3%. While Sacramento County has made great strides in this area (improving by 28.7% from one year ago) improvement is still desirable.

While there is limited research in the area of kinship placement providing legal permanency for youth, the research does indicate that kinship placements offer placement stability and gives indication that with more support, relatives can be a good source of permanency for youth. It is also noted that we can achieve better outcomes for youth when we focus on family finding from the beginning. Often times child welfare does focus on those youth just entering care, and family finding efforts are generally more available at the beginning of a youth entering care. The notion that often times youth who do age out of care without permanency return to a parent or other relative is one that child welfare must acknowledge and learn to identify, work with and support those relatives toward a legal form of permanency for the youth.

**Outcome Measure Affected: P3 (also P1, P4,P5)**

**Research/Literature that Supports Strategy Selection: (if applicable)**

- The University of California, Davis, Extension, The Center for Human Services, (August 2008), Placement Stability in Child Welfare Services, Issues, Concerns, Outcomes and Future Directions Literature Review
- Malm, Karin, Allen, Tiffnay, Mcklindon, Amy, Vandivere, Sharon, (July 2013), Family Finding for Children and Families New to Out-of-Home Care: A Rigorous Evaluation of Family Finding in San Francisco. Child Trends Publication #2013-33a.

**Action Steps:**

1. As an initial start, review the Family Finding Model developed by Kevin Campbell, Catholic Community Services, Tacoma, Washington and evaluate the components for integration into our Family Finding model. As we continue to review, determine if other models need to be researched as well
2. Engage with community partners to understand and document the continuum of family finding and intensive family finding to establish a protocol across public and private agencies
3. Research and understand best practice in the area of family finding/intensive family finding and incorporate into practice
4. Identify and define the continuum of family finding/intensive family finding and support for both CPS and partner agencies
5. Understand and analyze current data and the outcome population to inform the county model and strategically target our practice
6. Develop a model/protocol that clearly defines the continuum of Family Finding, Intensive Family Finding and Engagement across the child welfare spectrum (from Prevention through Permanency), to include definition of terms, time frames, parties responsible, how information is communicated and outcomes desired, as well as a plan to implement once developed

7. Identify staffing needs to implement family finding, intensive family finding within CPS and external partners
8. Train staff and implement model
9. Determine appropriate data points to measure success and monitor outcomes
10. Strategy group meets to monitor and adjust process and outcomes

**Education/Training Needs to Achieve this Strategy:**

1. Develop training curriculum around the model for staff and community stakeholders

**Roles of other Partners in Achieving this Strategy:**

Sacramento County utilizes a variety of partners, such as CAPKids, Destination Families, and Kinship Support Services, to focus on Family Finding for subsets of our population. Each of these programs focuses on a distinct underserved population and due to funding constraints, each has limited capacity to expand programming to the larger population in need. As such, the County and community partners need to come together to identify a continuum of Family Finding and Intensive Family Finding that is more broadly available, can be tailored to the needs of older youth and can provide supportive services to sustain placements through permanency.

**Evaluating and Monitoring:**

1. Identify appropriate data points to measure success
2. Monitor outcomes of identified youth for the identified data points
3. Monitor outcome measure for progress

**Systemic Factors:**

1. Older youth are historically more difficult to place and find permanency for after the reunification period
2. Older youth tend to look at adoption as not a desirable option
3. Older youth and youth in care for longer periods of time have suffered more trauma as a result of their time in care and require additional supports in placement, making finding successful permanent homes more difficult
4. Extended Foster Care has created an unintended consequence of making remaining in care for older youth a desirable outcome in order to access extended services, placement options and financial incentives that would not otherwise be available
5. A higher level of education and training of Resource Families is necessary to provide support and permanent options for older youth
6. Funding limitations do not allow for full implementation of all elements of a family finding model to be fully successful
7. Social worker caseloads/workload often prevent them from spending the time required in family finding through supportive services

**Outcome Measure: P4 Re-Entry within 12 months – Child Welfare  
(and S2 Recurrence of Maltreatment – Child Welfare)**

**Strategy 1: Implement Child and Family Team (CFT) Meetings  
Aimed at Prevention, Reunification, and Aftercare**

**Rationale for Strategy Selection:**

Although Sacramento County has seen a 29% reduction in reentries from 20.7% (July 2012 to June 2013) as compared to 14.7% (October 2013 to September 2014), Sacramento County continues to not meet the national standard of 8.3% or lower reentry rate.

Also relevant is that Sacramento County has an overrepresentation of African American and Latino children reentering into care when compared to other ethnicities. Additionally, for the time period of October 2013 to September 2014, foster home placements comprised approximately 41.3% of the reentries as compared to kinship home placements, which comprised the lowest re-entry group at 6.3%.

Ensuring the following supports are a focus for children and families during CFT discussions and action planning at the time of referral/case closure will help prevent/reduce reentry of children into care:

- Fostering natural supports for families
- Identifying and creating strong safety networks
- Developing sustainable safety plans, aftercare and support plans that are tailored to the families' needs.
- Enhancing services within the community to improve support for families after their CPS case is closed

CFTs will ensure children's and families' voices are always represented, that safety and case planning are structured to their specific and unique needs, and that positive behavior changes targeted toward improving protective capacity are sustainable and measurable over time, which will aide in prevention of reentry.

Outcome Measures affected: P4, companion measure P1, and S2

**Research/Literature that Supports Strategy Selection: (if applicable)**

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- California Partners for Permanency. [www.reducefostercarenow.org](http://www.reducefostercarenow.org)
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- Crampton, D. S. (2003). Family group decision making in Kent County, Michigan: The family and community impact. *Protecting Children*, 18, 81-83.
- Crampton, D., & Jackson, W. L. (2007). Family group decision making and disproportionality in foster care: A case study. *Child Welfare*, 86, 51-69.
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- Keast, R., & Mandell, M. (2009). *Why collaborate and why now?* Australian Research Alliance for Children and Youth.
- Pennel, J., Edwards, M., & Burford, G. (2010). Expedited family group engagement and child permanency. *Children and Youth Services Review*, 32, 1012-1019.
- Snyder, E., Lawrence, C. N., & Dodge, K. (2012). The impact of system of care support in adherence to wraparound principles in child and family teams in child welfare in North Carolina. *Child and Youth Services Review*, 34, 639-647.

**Action Steps for Implementation:**

- CFT Meeting Triggers Chart (ER through Permanency)
- Analyze current data/population to further identify triggering events to convene a CFT meeting
- Develop criteria for CFTs to improve P4 outcome measure
- Determine number of facilitators and schedulers needed to facilitate CFT meetings
- Explore facilitation training needs internally and with external partners
- Develop a CFT policy and procedure
- Train to CFT policy and procedure
- Provide ongoing CFT meeting facilitation training
- Work with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT participation

**Evaluating and Monitoring:**

- Develop CQI evaluation methodology mechanism/model to determine effectiveness of CFTs (after all staff has been trained to the CFT policy and procedure)
- Monitor progress utilizing the developed CQI mechanism/model on an ongoing basis

**Educational and Training Needs:**

- Explore facilitation training needs for CPS staff and community stakeholder partners
- Identify trainers
- Continue SOP coaching and training for social workers, supervisors, and managers to deepen practice and skills. Coaching and training is provided by the Northern California Training Academy.
- Train social workers and contracted provider, if applicable, on effective and successful facilitation of CFT meetings
- Train social workers, supervisors, and contracted facilitators (if applicable) on development of comprehensive action plan
- Train resource parents and community partners about CFTs
- Provide trauma support to resource parents and families
- CPS supervisor and/or contract monitor supervisor to evaluate the individual effectiveness and success of CFT facilitators
- Ensure the family has CFT participants of their choosing, while being mindful not to coerce invitations
- Ensure the people professionally involved with the family are participating in the CFT

**Roles of Partners in Achieving Goals:**

- Service provider will participate in CFT meetings when invited
- Service providers will be involved in planning before CFT meetings so they understand recommendations and can provide feedback
- Service providers will provide input regarding return home and termination of dependency recommendations
- Prepare resource parents and biological parents to come together at the table to support each other
- Community partners will continue to come together with Sacramento County to further explore their roles in achieving our goals

**Outcome Measure: P5 Placement Stability– Child Welfare**

**Strategy 3: Increase Support for Resource Families**

**Rationale for Strategy Selection:**

Sacramento County’s baseline performance (October 1, 2015- September 30, 2016) in the outcome of Placement Stability is 5.20, while the national standard is 4.12. While Sacramento improved in this area by 8.6% from performance five years ago, the performance has actually declined by 3.4% from one year prior to the baseline. Placement Stability continues to be an area for Sacramento County to focus on improvement.

In addition, research has consistently found that placement stability is paramount in ensuring successful outcomes for children in foster care. Research also has found that multiple placement changes have a negative impact on children’s development and well-being. One of the factors influencing placement stability is the support resource parents receive. Providing resource parents adequate and consistent educational, emotional and financial support is critical in resource parents seeing themselves as part of the intervention to address placement stability of children in out of home care. During the County Self Assessment (CSA) process, stakeholders identified several needs they felt would assist in addressing many of our outcomes, including placement stability. Stakeholders identified several themes including, but not limited to:

- Need for support to caregivers (educational, emotional and financial)
- Respite care for resource families
- Need for Trauma informed training for caregivers
- Need for staff training on available resources for caregivers
- Need for communication and collaboration between social workers and caregivers

Increasing supports for Resource families will ensure they are well equipped to understand trauma, development milestones, a child’s culture as well as the importance of partnering with the birth parents to

provide a well-rounded safety and support system for the child/youth, as well as the resource parent, which over time will help improve placement stability.

**Outcome Measures Affected:** P5, P1, P2 and P3

**Research/Literature that Supports Strategy Selection:** *(if applicable)*

- A Placement Stability Information Packet (Sudol, 2009) indicates “for children in foster care, the number of placements, or places where they live, can impact daily functioning and adjustment as well as the child welfare’s ability to move the child to permanent placement in a timely manner.”
- A 2008 literature review on Placement Stability in Child Welfare Service: Issues, Concerns, Outcomes and Future Directions by the University of California, Davis, Extension Center for Human Services found that without adequate preparation, training and support for foster parents, children will experience disruptions in their placements. It was also found that foster parents who have greater social support, such as extended family are more likely to provide stable placements. Also, the review found that foster parents who hold appropriate expectations and understand causes and reasons for a child’s behavior is predictive of placement stability. Specifically, this review outlined the importance of providing support and training in handling and understanding behavioral problems of children in care, providing web-based and multi-media trainings, and using interactive DVDs that provide training on anger and behavior management and Parent Child Interactive Therapy. This review also found that “although not a heavily studied topic, research finds that children placed with kin experience fewer moves.”
- A Placement Stability for Children in Out-of-Home Care: A Longitudinal Analysis (Webster, Barth & Needell, 2000) found “children in kinship care regardless of age, had fewer placement moves than those in nonkinship care.”
- A placement stability study out of the School of Social Service from the University of Chicago, found there were several factors that influence placement stability including, but not limited to unmet child behavior needs, more than 3 placement moves in a six month period, and quality foster parenting. As it relates to foster parents, this study found “the skills and ability of foster parents to accept and manage oppositional/aggressive behavior were especially important and the training of foster parents in basic knowledge of child development and the reasons children exhibit oppositional/aggressive behaviors seems to be warranted” (Hartnett, Falconnier, Leathers & Testa, 1999).

**Action Steps for Implementation:**

- Analyze placement stability data
- Analyze data on resource parents who are not able to create placement stability for a child/youth to determine triggers, gaps in services or supports and additional training components
- Research and provide trauma informed training for resource families to include agency, community, video and web-based trainings on trauma informed parenting for resource families
- Provide caregivers presentations from community partners regarding available services
- Develop a Resource Directory or brochure for resource parents
- Use of resource parent mentors

- Provide resource families with information on respite care and Specialized Care Incentives Program
- Refer resource families of children ages 1-5 who are in need of assistance to PC-CARE (Parent-Child ) Program or for resource families of children ages 6-10 who are in need of assistance to PC-CARE through Child Access

**Systemic Changes needed to support improvement goal:**

- Increase placement stability early to improve permanency outcomes. The more placement changes a child experiences during first year of placement and the longer the child remains in placement, the more trauma and less likely permanency will be achieved
- Determine reasons for placement changes and whether those changes were impacted by a single factor or multiple factors requires extensive data analysis
- Increase number of resource families trained or equipped to deal with significant trauma triggers and how a child or youth expresses this through their behaviors
- Increase number of resource families able/willing to take large sibling groups
- Recruit new resource families and retain existing families
- Increase utilization of respite care and development of social supports to assist in reduction of burnout and secondary trauma for the caregiver
- Decrease workload which impairs worker’s ability to establish and maintain strong relationships with children and families
- Limit the number of social workers a family is assigned. This is critical in ensuring placement stability
- Reduce the turnover to ensure continuity in the relationship between social worker, child and resource parents

**Educational and Training Needs:**

- Provide training opportunities to resource parents they can easily access from home, or in their communities on topics such as providing trauma informed care, protective factors, child development, identification of mental health symptoms and available treatment interventions
- Provide Nurtured Heart training to all resource families and all child welfare staff that transforms negative behaviors into positive behaviors and builds character strength for children and youth
- Provide half-day and/or one day, workshops for resource families
- Provide training of Social Worker Staff regarding community resources and how to work/collaborate with resource families, including training on kin care, PC-CARE program and respite care (i.e. hold unit meetings at provider sites)

**Roles of Partners in Achieving Goals:**

- Community partners to work collectively on providing a wide range of training resources and supportive services
- Community partners to provide on-going informational sessions to resource families on the partners’ availability of services and resource
- Mental health providers to provide trauma informed therapy
- Consult with service providers to ensure a continuum of supports and services for resource families
- Collaboration with Sacramento County to ensure resources and training information is readily accessible to resource families for development of a resource list/brochure

**Technical Assistance Anticipated:** *(from NRC, Western Pacific Implementation Center, Quality Improvement Cnts)*

- None

**Technical Assistance Received:** *(from any NRC)*

- None

### **Evaluating and Monitoring**

- Determine frequency of data analyses
- Data review points to measure changes in outcome
- Determine available trainings for resource families
- Track types of trainings requested by resource families
- Track trainings attended by resource families and track placement changes to determine correlation or effectiveness of trainings on placement stability
- Track number of resource families who utilized PC-CARE, and whether its use impacted placement stability
- Track number of caregiver mentors and social supports being encouraged and used over respite homes to determine impact mentors and/or social supports had on placement stability
- Track use of respite care and whether its use impacted placement stability

## Outcome Measure: P1 Permanency in 12 months- Probation

Strategy 1: Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y. and Wraparound services.

### Rationale for Strategy Selection:

In Q3 2016, 15 of 116 youth were discharged into permanency within 12 months of entering foster care. (Data Source: CWS/CMS 2014 Quarter 3 Extract/ UC Berkley). Probation is currently below the National Standard by 27.6%.

Probation youth face barriers in achieving permanency. These barriers include criminal behavior, runaway histories, substance abuse, lack of parental support, and mental health issues.

Although Deputy Probation Officers and Supervising Probation Officers assigned to the Probation Placement unit are required to complete a standardized core training program consistent with Welfare and Institutions Code Section 16206 within 12 months of date of assignment, often the permanency fundamentals are forgotten and/or set aside in the hustle of daily worker responsibilities. As a reminder about permanency, the Placement Supervisor will conduct yearly training with the Probation Officers to address Adoption, Legal Guardianship, Reunification, and Another Planned Permanent Living Arrangement (APPLA). This reminder training will reinforce permanency timelines and our Department's goal to increase the number of children who achieve permanency in less than 12 months.

The Probation Placement unit Policy and Procedure guidelines are out of date and require additions and revisions. The Policy and Procedure manual will be revised specific to the requirements of the Manual of Policies and Procedures for Child Welfare Services (Division 31) and the current practices of the Probation Department. The updating of this manual will reinforce permanency guidelines and the protocols being put in place to assist in achieving permanency in less than 12 months.

Often when a probation youth absconds from their court ordered placement, they run home. Probation Placement plans to increase collaboration within our own agency and partner with our Juvenile Field Services Division to execute the active warrants on those youth that have runaway. If the length of time a youth is on warrant status can be significantly shortened, and services can be re-started and re-engaged, the permanency timeline can be expedited.

Additionally, matching a youth's needs specifically with the services the placement program provides is a huge factor in a successful placement. If done correctly, a youth can quickly integrate into the milieu, make behavioral and therapeutic progress, and ultimately achieve permanency. Probation's goal is to improve our communication and collaboration with our placement agencies. If Probation is knowledgeable of the type of client who has shown to be successful at a particular program, then better placement choices can be made relative to the initial placement, ultimately decreasing the time to achieve permanency. Over the next several years, Probation hopes to implement a yearly Provider meeting to bridge the gaps in communication. We will continue to complete yearly audits of our placement programs. We are currently requesting bi-annual statistical data from each of our placement providers. This data includes: breakdown of client population,

number of youth discharged from the program, where the youth was discharged to, school information, psychotropic medication information, number of child abuse reports made against the program, number of AWOL's, number of restraints, number of assaults, number of police involved incidents, and staff information. This data assists in informing placement decisions and ensures we are using programs with evidence to support successful outcomes for youth.

Lack of parental support also plays an integral role of delaying permanency. Often parents are hesitant to reunify with their older age children. Probation Placement plans to begin an earlier identification of these issues and implement supportive in home services. The Deputy Probation Officer assigned to the case will meet with their Supervising Probation Officer 6 months after entry into foster care and 9 months after entry into foster care. These "case staffings" will center on the barriers to permanency and what tools can be implemented by Probation to reduce those identified barriers. A 6 month and 9 month "case staffing" tool (form) will be developed to assure all cases are being assessed for possible barriers to permanency within the same manner. The form will be uploaded into the youth's probation file and the supervisor will document in the case notes that the 6 and 9 month "case staffing" occurred.

To reduce barriers to permanency, Probation will continue the use of Wraparound services as well as implement R.E.D.Y. (Re-Entry Development for Youth). R.E.D.Y. is a probation initiative designed to assist in preparing and planning for youth who have been in out-of-home placements or served periods of confinement. The plan is developed collaboratively and provides an outline with support services to assist in the transition back home and into the community. A study conducted by Pew Charitable Trusts indicated that parents are the most important factor in determining youth success in reintegration into the community, yet only one in three families reported being included in any release plan. Re-Entry is the process of preparing and planning for youth who have been in out-of-home placements or served periods of confinement. The R.E.D.Y. program has the capacity to accept 2 youth per week for services. This capacity supports our goal to achieve the National Standard of Permanency in 12 months by the year 2021.

Outcome Measures affected: P1 and P5

**Action Steps for Implementation:**

- The Probation Supervisor will identify a monthly meeting date, yearly, to present refresher information regarding permanency
- The Placement Division Chief and the Placement Assistant Division Chief will work with the Supervising Probation Officers in the Placement unit to assign writing assignments for the development of Policy and Procedure
- The Chief Deputy of Juvenile Court Services/Placement will meet with the Chief Deputy of Juvenile Field Services to coordinate approval for random "operations" with the goal of executing placement warrants
- The Supervising Probation Officers from Placement and the Supervising Probation Officers from Juvenile Field will identify dates and times of these warrant executions. They will each identify staff to participate
- The Supervising Probation Officers from Placement will identify the youth with outstanding warrants that require apprehension in order to re-engage services
- The Deputy Probation Officers from Placement and Juvenile Field appointed to the "operation" will implement the "operation plan" and complete the necessary arrest and booking paperwork and following up internal incident reports

<ul style="list-style-type: none"> <li>• The Placement Deputy Probation Officers assigned to conduct audits will continue yearly audit and analysis of all placement programs to identify both their targeted and successful populations in an effort to minimize absconds and terminations which can reduce length of time to achieve permanency</li> <li>• The Placement Supervising Probation Officers, in conjunction with the Assistant Division Chief of Juvenile Court Services/Placement will conduct yearly meeting between probation and placement programs to review expectations. Bi-annual data submitted by the programs will be used to inform placement decisions</li> <li>• At the time of the Pre-Permanency Hearing (6 months after entry into foster care), the DPO will discuss each case with their supervisor regarding permanency options</li> <li>• 9 months after entry into foster care, the DPO will discuss each case with their supervisor to identify barriers in achieving permanency within 12 months and put measures into place (i.e. Wraparound and Probation REDY-Re-Entry Development for Youth) to assist with reunification if appropriate</li> </ul>
<p><b>Systemic Changes needed to support improvement goal:</b></p> <ul style="list-style-type: none"> <li>• Collaboration between juvenile field division and placement division</li> <li>• Placement provider participation and communication</li> <li>• Alert supervisors to the need of an internal case review at the 9 month mark after entry into foster care</li> </ul>
<p><b>Roles of Partners in Achieving Goals:</b></p> <ul style="list-style-type: none"> <li>• Placement provider participation and communication</li> </ul>
<p><b>Research/Literature that Supports Strategy Selection:</b></p> <ul style="list-style-type: none"> <li>• A study conducted by Pew Charitable Trusts indicated that parents are the most important factor in determining youth success in reintegration into the community, yet only one in three families reported being included in any release plan.</li> </ul>
<p><b>Education and Training Needs:</b></p> <ul style="list-style-type: none"> <li>• Placement Supervising Probation Officers to provide training to Juvenile Field Supervising Probation Officers and Deputy Probation Officers about Probation Placement on topics such as: permanency, outcome measures, and risk factors of runaway foster youth.</li> <li>• Juvenile Field Supervising Probation Officers to provide training to all Probation Placement staff on R.E.D.Y., its benefits, and the referral process.</li> </ul>
<p><b>Evaluating and Monitoring</b></p> <ul style="list-style-type: none"> <li>• The Placement Supervising Probation Officer will track arrest data on joint “operation” to apprehend Probation Placement youth with warrants</li> <li>• The Placement Supervising Probation Officer will track referrals to R.E.D.Y. and coordinate outcome success date with the Juvenile Field Supervising Probation Officer</li> </ul>

**Outcome Measure: 4B Least Restrictive- Probation**

Strategy 2: Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies.

**Rationale for Strategy Selection:**

In Sacramento County, between October 1, 2015-September 30, 2016, 95.5% of youth were initially placed in a group home (64 out of 67 youth). 3% were placed with relatives (2 out of 67 youth). 0% was placed in foster homes or with foster family agencies. There is no National Standard for this outcome.

In Q3 2016, 77 out of 80 youth's initial placement was into a group home. 2.5% were placed with relatives (2 out of 80). 0% (0 out of 80) was placed in foster homes or with foster family agencies. (Data Source: CWS/CMS 2014 Quarter 3 Extract/ UC Berkley

Currently at the time of detention, minimal family finding is completed by officers. This information is documented in the Juvenile Intake Report. Minimal family finding is again done while the youth is pending court. This is often documented in the addendum to the intake report. For the majority of cases that result in an out of home placement order, the report indicates: "Family Finding/Notification is not applicable. The minor is at risk of temporary removal from the home but the plan is to reunify with the parents/legal guardians."

However, it is required that when a youth is detained and the probation officer has reason to believe the youth is at risk of entering foster care, the probation officer has 30 days to identify, locate and notify, in writing, all adult relatives located. It is imperative that Probation implement a family finding worksheet that can be built upon through the duration of the case. This will allow a system for family notification upon removal.

In addition to the interview with the parent/legal guardian, Probation has access to Lexis Nexis, a family finding resource, which can be implemented during the investigative process.

If family members are notified up front, prior to the removal order, there is a greater opportunity for the success of an initial relative placement.

Recruiting families to become Resource Families for the probation placement population is also key in increasing the number of youth placed in home based environments. Additionally, Foster Family Agencies have shied away from taking probation youth due to the stigma an "adjudicated offense" gives a youth. Reaching out to FFAs to increase capacity and provide education surrounding probation foster youth will further assist in reducing the use of congregate care.

Lastly, the continued use of our contracted community based organizations, Lilliput Children’s Services and Sierra Forever Families, to complete intensive family finding and case management has already proven to be successful and an action step to be continued in the future.

Outcome Measures affected: P1, P5, and 4B

**Action Steps for Implementation:**

- The Chief Deputy and Assistant Chief Deputy of Juvenile Court Services/Placement will meet with the Juvenile Court and Placement Supervising Probation Officers to initiate internal family finding procedures at the time of detention and continuing throughout the court process
- The Senior Deputy Probation Officer assigned to Foster Parent Recruitment and Retention Support (FPRRS) will continue the recruitment of families to become certified Resource Family Approval homes for probation population via social media advertising and event appearances
- The Placement Supervising Probation Officer will network with Foster Family Agencies and build relationships to increase capacity for probation placement population by individually reaching out to each agency and attending events in which they participate
- Use of contracted family finding community based organizations to provide intensive family finding and supportive case management

**Systemic Changes needed to support improvement goal:**

- Training intake and juvenile court probation officers on family finding
- Implementation of family finding documentation
- Collaboration, communication, and training with Foster Family Agencies about the probation placement population

**Roles of Partners in Achieving Goals:**

- Foster family agency participation and communication and willingness to be open to the placement of probation youth
- Continued contractual obligations from community based organizations (Sierra Forever Families and Lilliput Children’s Services) for family finding and case management

**Research/Literature that Supports Strategy Selection:**

- Assembly Bill 403: Continuum of Care Reform
- Assembly Bill 938
- Welfare and Institutions Code 628

**Education and Training Needs:**

- Placement Supervising Probation Officer will continue to communicate with Foster Family Agencies about the Probation Placement population, the need for home based care, and the similarities to the Child Welfare population
- Training by individual unit supervisors will be conducted about the necessity of family finding and it's legal requirements at detention
- Training by individual unit supervisors will be conducted about the completion of a family finding worksheet
- Continued training to placement officers by their supervisors for appropriate referrals to our contracted intensive family finding agencies: Sierra Forever Families and Lilliput Children's Services

**Evaluating and Monitoring:**

- The Senior Deputy Probation Officer assigned to Foster Parent Recruitment and Retention Support (FRRS) will track the number of families recruited by Probation to become Resource Families
- The Placement Supervising Probation Officer will continue to receive monthly data from contracted intensive family finding agencies: Sierra Forever Families and Lilliput Children's Services

## PRIORITIZATION OF DIRECT SERVICE NEEDS

PSSF, CAPIT, and CBCAP funding provides child abuse prevention and intervention services throughout the county to ensure the health and well-being of children and families. To the extent possible, the services funded are evidence-based or evidence-informed practice. All services identified meet the criteria for PSSF, CAPIT, or CBCAP funding.

The following services are provided through CAPIT/CBCAP/PSSF:

- Parenting education from the Birth & Beyond (B&B) program (CAPIT/CBCAP): Sacramento County utilizes, in part, CAPIT/CBCAP to fund nine B&B Family Resource Centers (FRC) that are community service hubs providing a continuum of child abuse and neglect prevention services. The services strive to reduce recurrence of maltreatment by improving parenting knowledge, skills, and behaviors. B&B FRCs are strategically located in neighborhoods throughout the County, including northern and southern areas of the County where child poverty rates exceed the County average of 18%. The parenting education curriculum taught is the Nurturing Parenting Program (NPP), to teach parents replacements to corporal punishment, child development, parent/child roles, establishing family routines, building empathy, and empowerment to build parenting skills as an alternative to abuse and neglect. NPP is delivered through intensive home visitation (up to 50 visits per family) and through parent workshops at the FRC sites. The California Evidence-Based Clearinghouse (CEBC) rates NPP as “high” in its relevance to child welfare. NPP is also identified as a legacy program with SAMHSA’s National Registry of Evidence-based Programs and Practices (NREPP).
- Adoptive parent recruitment from Sierra Forever Families CAPKids contracted program (PSSF): CAPKids provides enhanced family engagement and child specific recruitment services to support efforts to secure adoptive or guardianship homes for children in long term foster care who have been identified as "hard to place". Services provided by the contractor include case management, child specific recruitment, assistance, matching and family disclosures. They assist with the logistics of pre-placement visits and support families and caregivers to ensure smooth transitions for youth into adoptive or guardianship homes. They provide up to 24 post adoption two hour support sessions as well. The goal is to provide all supportive services to increase permanency outcomes for hard to place children and youth. Children of all ethnicities and genders from across the County are served through the CAPKids program.
- Family Preservation services (case management) from the Informal Supervision (IS) program of Sacramento County CPS (PSSF): Informal Supervision is a voluntary case management program that provides intensive services to children and their families referred to CPS in lieu of filing a petition in Juvenile Court. The goal is to ensure the safety and protection of children without separation from their parents/caregivers and out of

home placement. Case management and support services are provided, and the following interventions are available via referral to address health and safety issues: counseling, parenting education, substance abuse services, public health services, and transportation assistance. With the use of PSSF, Sacramento County funds one IS social worker and a percent of their supervisor. Children and families of all ethnicities and genders are served in all areas of the County. The CSA noted northern and southern areas of Sacramento County as having the highest rates of poverty and child maltreatment indicators.

- Post Adoption services from the Adoptions Program of Sacramento County CPS (PSSF): Sacramento County employs a four-fifths time post adoptions social worker, whose services are available to all Sacramento adoptive parents and adoptees. The social worker provides a broad range of post adoption services, to include providing information and referrals to families for mental health services, parenting supports/services, and other services as requested. The post adoption social worker is the contact for outside agencies such as other CPS agencies that may need information. In addition, the post adoption social worker provides information from the file if it is lost, misplaced, or new information is received by our agency to the adoptee and/or the families (i.e. copies of forms, facilitating communication regarding new birth certificate and changing name on social security; preparing non identifying background letters, providing information about new siblings being born, etc.). The post adoptions social worker assists in facilitating birth family contact, as well. Children and families of all ethnicities and genders from across the County are served through the Post Adopt program.
- Alcohol and Other Drug services case management from the Specialized Treatment and Recovery Specialists (STARS)/Bridges Program (PSSF): STARS is designed to help parents complete the Alcohol and Other Drug (AOD) treatment requirements in their Child Welfare Case Plan. These requirements may include: entering and completing an AOD treatment program, alcohol and drug testing, and attendance at support group meetings. If CPS identifies drug or alcohol involvement, parents are referred to either Early Intervention Family Drug Court or Drug Dependency Court and STARS. The STARS/Bridges program uses the evidence-based practice of Peer Recovery Mentors. The CSA notes drug use occurs in communities from across the County. Families of all ethnicities and genders are served from across the County through the STARS/Bridges program.
- Short Term Counseling services from community providers contracted with Sacramento County CPS (PSSF): Short Term Counseling services are provided for CPS parents/caregivers to facilitate time limited family reunification. Short term counseling services utilize the evidence-based practice of cognitive-behavioral based therapy. The goals are to, in part, reunify the family following the removal of the child from the family home due to neglect, physical emotional, and/or sexual abuse, or avoid placement failure. Short Term Counseling services are offered in three modes: individual, family, and

conjoint counseling in up to ten 50-minute sessions. Parents of all ethnicities and genders are served from across the County through short term counseling services.

## Child Welfare/Probation Placement Initiatives

### CHILD WELFARE

#### Title IV-E Child Well-Being Project

In 2014 Sacramento County began planning and implementation of the project. Child Welfare identified three interventions to achieve the desired goals as outlined in the project:

- Implementation of Safety Organized Practice (SOP)/ Core Practice Model (CPM)
- Expansion of Prevention Services/Title IV-E Prevention Initiative
- Family Finding and Kinship Support

#### Safety Organized Practice (SOP)

SOP improves outcomes for children and families by strengthening critical thinking, enhancing safety, building safety networks, promoting collaborative planning and teaming and creating well-formed goals and specified detailed behavior based case and safety plans. To increase staff knowledge, skill level and use SOP with fidelity, Child Welfare has been providing training to social workers, supervising staff and managers. Coaches were incorporated to support the development of goals within units and assist supervisors with structured strategies, tools, and techniques for coaching their social worker teams toward successful implementation and deepening of SOP practices. Child Welfare will create a sustainable coaching plan for this valued resource. SOP will continue to be integrated into documents, forms and Court Report. And staff will be provided advanced SOP training. Finally Child Welfare will conduct an evaluation, quality assurance, and Fidelity monitoring of the integration of SOP in practice.

#### Expansion of Prevention Services/Title IV-E Prevention Initiative

The IV-E Prevention Initiative is a contract between DHHS/CPS and Sacramento County Child Abuse Prevention Center (CAPC) to expand prevention services utilizing the NPP curriculum for families with youth ages 5 and older. These services include parent workshops and intensive home visitation services. The California Evidence-Based Clearinghouse (CEBC) rates NPP as promising research evidence for school age children 5 to 12 years and “high” in its relevance to child welfare. NPP is also identified as a legacy program with SAMHSA’s National Registry of Evidence-based Programs and Practices (NREPP).

These services are voluntary child abuse prevention and early intervention services utilizing the Birth and Beyond Family Resource Centers (FRC). CAPC subcontracts with six community based organizations that operate the Birth & Beyond FRCs that are established in nine communities throughout Sacramento County with a high occurrence of child abuse and

neglect. The Birth & Beyond programs have demonstrated to be effective, both through the data they keep and provide on the prevention side, as well as through community feedback from the Stakeholder meetings citing the value of the programs and the need for expansion into areas these services do not currently exist.

By expanding these services, the goal is to decrease entries and reentries into CPS and increase a safe environment for children. Additionally, a new service component of domestic violence counseling and education services have been added as a resource to each site, further expanding the resources and supports available to families.

CPS and the Birth & Beyond sites continue to track and share data to monitor the progress. In addition, representatives from Sacramento County DHHS, Birth & Beyond Management Team, LPC Consulting, and First 5 Sacramento Commission have been meeting since July 20, 2017 to develop a methodology for evaluating outcomes for Birth & Beyond families. It was agreed the analysis will measure: effectiveness in preventing future CPS involvement for all Birth & Beyond home visitation clients, recurrence/recidivism for home visitation clients referred by CPS, and reunification for parents who were court ordered into parenting education by the juvenile court system.

#### Family Finding and Kinship Support

Sacramento County has placed focus on our ability to place children with relatives or non related extended family members when they must be placed in out of home care in an effort to help with placement stability and permanency outcomes. There are situations when more intensive family finding efforts are needed and when there may be a barrier to a youth finding permanency. In order to improve outcomes for youth in these situations, Sacramento County has contracted with two partner agencies, Lilliput Children's Services and Sierra Forever Families to focus on finding legal and relational permanency for children/youth placed in foster care who have one or more barriers to permanency. This can include family finding, engagement in the process and supportive services. In addition to the specific outcomes, an area of opportunity has been identified which is to include these partners in our Permanency Case Reviews to look for ways to create permanency for those youth reviewed.

#### Resource Family Approval (RFA)

In January 2017, CPS implemented Resource Family Approval (RFA) which is a unified, family friendly and child-centered resource family approval process. This new approval process replaced the processes for licensing foster family homes, approving relatives and non-relative extended family members as foster care providers or legal guardians, and approving adoptive families by combining elements of all the processes into a single approval standard. Implementation included but not limited to, rolling out weekly RFA orientations, streamlining the referral process for prospective resource families, implementing a new training curriculum, and restructuring staff.

## **Child Welfare/Probation**

### Commercially Sexually Exploited Children (CSEC)

In September 2015, a "Memorandum of Understanding Sacramento County Commercially Sexually Exploited Children (CSEC) Program Inter agency Protocol" was developed and approved by the Sacramento County Board of Supervisors and went into effect. This MOU set forth an agreement for multiple agencies and partners to work together to serve this population and to share information and collaboratively approach practice. The collaborative approach includes identifying specific CPS social workers in each program to act as primary CSEC social workers, administer the WestCoast Children's Clinic Commercially Exploited Children Identification Tool (CSE-IT), as well as utilizing the partners to participate in Multi-disciplinary Team (MDT) meetings that are held to staff each case, discuss placement issues and develop a plan to keep the youth safe and to identify any needed services.

Deputy Probation Officers provide a comprehensive and collaborative response to ensuring that commercially sexually exploited children (CSEC) are identified and receive the services they need to overcome trauma and live healthy, productive lives. The Sacramento County Juvenile Superior Court has established a weekly session called Friday Court (CSEC) to address this population's needs. A CSEC Interagency Steering Committee has been formed that consists of a multidisciplinary team to conduct needs assessment for each youth and makes recommendations to the Presiding Judge of the Sacramento County Juvenile Court. These collaborations between departments and other agencies strengthen cross-system practices and help to show the various services available from each entity to serve all the needs of these children and their families. The implementation of this initiative allowed our population to be served in a way that hadn't been done previously. Prostitution was decriminalized and we began to look at the youth as victims. Appropriate referrals were/are made to ensure the victims receive trauma informed services and treatment specific to their needs.

### Cross Over Youth Practice Model (CYPM)

Sacramento County's Crossover Youth Practice Model (CYPM) includes a protocol that was developed with the goal of appropriately and effectively reducing the number of youth involved in the child welfare system who cross over from Child Protective Services to Juvenile Justice in Sacramento County, a reduction in the number of youth placed in out-of-home care, a reduction in the disproportionate representation of children of color, an increase in positive social and academic outcomes, including post-secondary education and career readiness; and a positive future shaped by grit and determination from transformational life experiences.

The CYPM Protocol represents the commitment of Sacramento County Department of Health and Human Services (Child Protective Services and Behavioral Health Services), Sacramento County Juvenile Probation Department, the Juvenile Court of Sacramento County, Sacramento County Counsel, and the Sacramento County Office of Education to continue advancing

collaborative partnerships to achieve this goal. It is the intent of these partners to establish and strengthen a culture of collaboration that extends beyond the scope of the Protocol to achieve this goal and best meet the needs of crossover youth. This includes establishing a culture of teamwork and consistent communication between Child Protective Services, Probation, and when appropriate, Behavioral Health Services.

The implementation of the CYPM Protocol occurred in October 2016. CPS Social Workers, Supervisors and all sworn probation officers are being trained in this model. It is too early to determine how this initiative has met CPS and Probation population's needs.

## **Probation**

### Resource Family Approval (RFA)

As part of California Assembly Bill 403 "Foster Youth: Continuum of Care Reform", Sacramento County Probation has created a position for one Senior Deputy Probation Officer to assist in recruiting families to provide care to probation youth. This position is also tasked with working in partnership with Children's Protective Services Resource Family Approval process. This process requires the family attend an orientation, complete an application, complete a health screening, obtain a First Aid and CPR certification and attend 12 hours of training. The Probation Officer will assist the Social Worker with the background check, home environment check, and psycho-social assessment, and face to face interviews with the family. It is anticipated this initiative will assist in meeting the needs of the population we serve and assist us with our goal of reducing the use of congregate care as an initial placement.

### Foster Parent Recruitment Retention Support (FPRRS)

Probation applied for and received FPRRS funding for the 2016-2017 budget year. With this funding, Probation contracted with two local foster family agencies to provide family finding and case management services. These agencies have been instrumental in helping locate potential relative and non-related extended family member placements and providing a supportive network of family to Probation placement youth.

### Re-Entry Development for Youth (R.E.D.Y.)

Re-Entry is the process of preparing and planning for youth who have been in out-of-home placements or served periods of confinement. The plan is developed collaboratively and provides an outline with support services to assist in the transition back home and into the community. Parents are the most important factor in determining youth success in reintegration into the community. However, only one in three families reported being included into any plan. R.E.D.Y. includes a comprehensive assessment based on strengths and needs, development of individualized case and transition plan, community based service support and connection, and family engagement. R.E.D.Y. will assist in our goal of permanency in less than 12 months.

### Federal Case Reviews (FCR)

Federal Case Reviews are conducted for the purpose of examining practices and ensuring conformity with Title IV-E and Title IV-B requirements. Cases are reviewed on a continuous quarterly basis by a Supervising Probation Officer. This allows direct feedback to the Probation Placement unit from the parent, youth, and substitute care provider. The information gleaned from this review process is extremely valuable in how we meet the needs of our youth.

### Child and Family Team (CFT)

Child and Family Team (CFT) are comprised of the probation youth, the probation youth's family, and other people important to the family or youth. The CFT shall include representatives who provide formal supports to the probation youth and family when appropriate, including the caregiver, placing agency caseworker, representative from the Foster Family Agency (FFA) or Short-Term Residential Therapeutic Program (STRTP) where the probation youth is placed, as well as a mental health clinician and legal counsel. Other professionals providing formal supports may include Alcohol and Other Drugs (AOD) professionals and educational professionals. Members of the CFT will work together to identify the strengths and needs of a probation youth to develop a youth and family centered plan. It is too early to determine how this initiative will meet our population's needs.

### Title IV- E and Title IV Waiver

The Sacramento County Probation Department implemented the Children and Families Together Initiative, renamed from the Title IV-E California Well-Being Project, on July 1, 2015. Within the Department, there are three treatment interventions which are utilized: Multisystemic Therapy (MST), Functional Family Therapy (FFT) and Wraparound. Services involve a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and their family. Treatment focuses on improving family functioning while reducing a youth's negative behaviors through the use of specific goals, objectives, and family interventions.

The Sacramento County Probation Department assesses each referral from Juvenile Court to determine the risk factors for a minor being removed from home and placed into foster care. Once the at-risk minor has been identified they are referred to one of the three treatment interventions. Participation is voluntary and may be rejected. This has met the needs of our population by reducing the entries into foster care.

## 5 – YEAR SIP CHART CHILD WELFARE

**Priority Outcome Measure or Systemic Factor:** S2 Recurrence of Maltreatment

**National Standard:**  $\leq 9.1\%$

**CSA Baseline Performance:** 10.2% (Q3 2016)

**Target Improvement Goal:** Achieve the national standard (a decrease of 11%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

*Note:* This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

**Priority Outcome Measure or Systemic Factor:** P3 Permanency in 12 Months for Children in Care 24 Months or More

**National Standard:**  $\geq 30.3\%$

**CSA Baseline Performance:** 28.3% (Q3 2016)

**Target Improvement Goal:** Achieve the national standard (an increase of 7.1%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

*Note:* This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

**Priority Outcome Measure or Systemic Factor:** P4 Re-Entry within 12 Months

**National Standard:**  $\leq 8.3\%$

**CSA Baseline Performance:** 14.7% (Q3 2016)

**Target Improvement Goal:** Achieve the national standard (a decrease of 43.5%) by the end of year five of the SIP. This information is based on our 3 years of performance trends leading up to the baseline.

*Note:* This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

**Priority Outcome Measure or Systemic Factor:** P5 Placement Stability

**National Standard:**  $\leq 4.12$  moves per 1,000 days

**CSA Baseline Performance:** 5.2 (Q3 2016)

**Target Improvement Goal:** Achieve the national standard (a decrease of 20.8%) by the end of year five of the SIP.

*Note:* This methodology is based on percentage change and not percentage point (i.e. straight subtraction) difference. This is consistent with UCB CCWIP's methodology.

Strategy 1: Implement Child and Family Team Meetings (aimed at Prevention, Reunification, and Aftercare)	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 – Recurrence of Maltreatment P4 – Reentry to Foster Care  <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<b>A.</b> Identify Key decision points during a referral or case where a CFT meeting can be held <ul style="list-style-type: none"> <li>Based on trigger events such as imminent risk of removal, case planning, placement changes, etc.</li> </ul>	February 2017	October 2017	Emergency Response Program Planner in collaboration with S-2 and P-4 SIP Strategy Team
<b>B.</b> Analyze baseline data/population (for recurrence of maltreatment) further to determine triggering events to convene a CFT meeting	May 2017	February 2018	Program Administration Data Lead
<ul style="list-style-type: none"> <li>Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> <li>Demographics</li> <li>Caregiver information</li> <li>Household makeup</li> <li>Safety plan</li> <li>Family Engagement</li> <li>If a Team Decision Making</li> </ul> </li> </ul>	August 2017	October 2017	S-2 SIP Strategy team S-2 SIP Stakeholder Team

<p>meeting was held and did the safety/action plan that were behaviorally based to keep children safely at home a threats</p> <ul style="list-style-type: none"> <li>○ Referral to community partners</li> </ul>			
<ul style="list-style-type: none"> <li>• Conduct qualitative referral/case reviews using newly developed tool</li> </ul>	October 2017	November 2017	S-2 SIP Strategy Team
<ul style="list-style-type: none"> <li>• Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held</li> </ul>	November 2018	February 2018	Program Administration Data Lead S-2 SIP Strategy team S-2 SIP Stakeholder Team
<p><b>C.</b> Establish targeted CFT meetings identified as Key decision points</p> <ul style="list-style-type: none"> <li>• Specific to reducing recurrence of maltreatment</li> <li>• Specific to reducing reentry to foster care</li> </ul>	February 2018	April 2018	S-2 SIP Strategy Team P-4 SIP Strategy Team
<p><b>D.</b> Develop criteria for Prevention CFTs and Permanency CFTs meeting structure to improve S2 and P4 outcome measures</p>	August 2017	April 2018	S-2 SIP Strategy Team P-4 SIP Strategy Team
<p><b>E.</b> Explore facilitation training needs internally, and with external partners</p>	August 2017	October 2017	S-2 SIP Strategy Team P-4 SIP Strategy Team Workforce Development Unit

<b>F.</b> Develop CFT policy and procedure	April 2017	April 2018	Emergency Response Program Planner
<b>G.</b> Train to CFT policy and procedure	April 2018	June 2018: 50% staff trained August 2018: 100% staff trained and ongoing	Workforce Development Unit
<b>H.</b> Implement CFT meetings during identified Key decision points <ul style="list-style-type: none"> <li>• Specific to reducing recurrence of maltreatment</li> <li>• Specific to reducing reentry to foster care</li> </ul>	August 2018	Ongoing	Program Managers Supervisors
<b>I.</b> Develop CQI mechanism/model to determine effectiveness of CFT strategy	January 2018	August 2018	Program Administration Data Lead S-2 SIP Strategy Team P-4 SIP Strategy Team
<b>J.</b> Monitor progress utilizing the developed CQI mechanism/model at least bi-annually	October 2018	Ongoing	Program Administration Data Lead Program Managers and Supervisors (Emergency Response, Informal Supervision, and Permanency programs)

<b>K.</b> Work with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT participation	July 2017	Annually	Community Prevention Program Planners
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Strategy 2: Intensive Family Finding	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P3 – Permanency in 12 Months for Children in Care 24 Months or More  <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<p><b>A.</b> Meet with internal and external Stakeholders to establish a quarterly strategy workgroup to build on and strengthen this practice.</p> <ul style="list-style-type: none"> <li>• Hold initial stakeholder meeting</li> <li>• Ongoing stakeholder meetings at least quarterly</li> </ul>	<p>May 2017</p> <p>Ongoing</p>	<p>June 2017</p> <p>June 2021</p>	<p>CPS Division Manager</p> <p>CPS SIP Strategy Lead</p> <p>CPS Managers</p> <p>Various Community Stakeholders</p>
<p><b>B.</b> Research and understand best practice in the area of family finding/Intensive family finding/intensive family finding and incorporate into practice.</p> <ul style="list-style-type: none"> <li>• Literature review</li> <li>• Identify any jurisdictions with best practice activities</li> </ul>	<p>August 2017</p>	<p>April 2018</p>	<p>CPS Division Manager</p> <p>CPS SIP Strategy Lead</p> <p>CPS Managers</p> <p>Various Community Stakeholders</p>

<p><b>C.</b> Identify and define the existing efforts of family finding/intensive family finding and support for both CPS and partner agencies, as well as identify any gaps in the existing service areas.</p>	<p>July 2017</p>	<p>July 2018</p>	<p>CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders</p>
<p><b>D.</b> As part of this strategy, CPS and stakeholders will have a common understanding of the outcome data, as well as gaining a deeper understanding of the data as it relates to the specific population and their needs. This will be utilized to further develop and inform the county model and strategically target our practice.</p> <ul style="list-style-type: none"> <li>• Understand the outcome measure</li> <li>• Dig deeper in the data to more clearly understand the population</li> </ul>	<p>July 2017 August 2017</p>	<p>August 2017 December 2018</p>	<p>CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders</p>
<p><b>E.</b> Based on the understanding of the population, the research on best practices an our current efforts, we will develop a model/protocol that clearly defines the continuum of Family Finding, Intensive Family Finding and Engagement across the child welfare spectrum (from Prevention through Permanency), to include definition of terms, time frames, parties responsible, how information is communicated and outcomes desired, as well as a plan to implement once developed.</p>	<p>September 2017</p>	<p>June 2018</p>	<p>CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders</p>

<b>F.</b> Identify staffing needs to implement family finding, intensive family within CPS and external partners.	March 2018	August 2018	CPS Division Manager CPS Executive Leadership Team Various Community Stakeholders
<b>G.</b> Training and implementation: <ul style="list-style-type: none"> <li>• Develop training</li> <li>• Train staff</li> <li>• Implement model</li> </ul>	June 2018	December 2018	CPS Training Identified Community Stakeholders
<b>H.</b> Determine appropriate data points to measure success and monitor outcomes (CQI).	June 2018	December 2018	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<b>I.</b> Strategy group meets to monitor and adjust process and outcomes.	December 2018	June 2021	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

<b>Strategy 3:</b> Increase Support for Resource Families	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 – Placement Stability	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Review and analyze placement stability data to evaluate performance and identify needs.	July 2017	December 2017	Program Administration Data Lead, and Strategy Team
<b>B.</b> Research and identify best practice from other counties on caregiver resources and support.	Ongoing	June 2019	Strategy Team
<b>C.</b> Research existing resources/services to support caregivers and develop a resource guide with information such as school resources, food closets, etc. by region for resource parents to be provided upon placement of a child. Guide to include agency and community partner trainings available for resource parents to include trauma informed parenting, mental health education, child development, etc.	January 2018	June 2019 (ongoing)	Program Administration Data Lead, RFA Team, and Strategy Team
<b>C.1</b> Identify staffing needs to develop resource directory and to develop data tracking tool for trainings or resource parents	January 2018	June 2019 (ongoing)	CPS Executive Leadership Team and Strategy Team

<b>D.</b> Use tracking tools—ETO (Efforts to Outcomes) and California Community Colleges Foster & Kinship Care Education Program Database and perform tracking analysis for resource parents attending trainings to determine overall impact on placement stability.	December 2017	June 2019	Program Administration Data Lead, RFA Team, and Strategy Team
<b>E.</b> Use of resource parent mentors	Ongoing	June 2019	RFA Team
<b>F.</b> Incorporate overview of respite care and Specialized Care Incentives Program in and in conjunction with respite care, encourage development and use of social supports versus use of respite care in training for caregivers to prevent burn out and financial stress.	June 2017	June 2019	RFA Team and CPS Training Team
<b>G.</b> Provide overview to caregivers and social workers on PC-CARE (Parent-Child) Program available for caregivers and children ages 1-5 to help stabilize placement. PC-Care is a 6 week in home intervention designed to improve the quality of the resource parent-foster child relationship and to work with resource parents to support the new placement. Therapists teach and coach caregivers to increase positive parenting skills to help find behavior management strategies when a need is identified.	December 2017	June 2019	RFA and CPS Training Team
<b>H.</b> Refer resource parents of children ages 1-5 to PC-CARE Program.	December 2017	June 2019	Primary Social Worker/CPSU

<p>I. Develop a tracking mechanism to identify caregivers who participate, complete or decline participation in the PC-CARE Program.</p> <ul style="list-style-type: none"> <li>Review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability.</li> </ul>	<p>October 2017</p>	<p>January 2021 (ongoing)</p>	<p>PC-Care Program Planner Program Administration</p> <p>Strategy Team</p>
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## 5 – YEAR SIP CHART PROBATION

### **Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 months (entering foster care)-Probation**

This measure reflects the percentage of children who are discharged to permanency within 12 months of entering foster care.

**National Standard:** 40.5%>

**CSA Baseline Performance:** 12.9% (Q3 2016). According to the Q3 2016 Data Report, 15 of 116 youth were discharged into permanency within 12 months of entering foster care.

**Target Improvement Goal:** Probation is currently below the National Standard by 27.6%. The following represents targeted increases for year 1-5 in order to meet the national standard. An increase of 5.6% per year over a 5 year period will allow us to perform slightly above the national standard.

**Year 1:** 18.5%

**Year 2:** 24.1%

**Year 3:** 29.7%

**Year 4:** 35.3%

**Year 5:** 40.9%

### **Priority Outcome Measure or Systemic Factor: 4B – Least Restrictive (Entries First Placement: Group Home) – Probation**

This measure addresses the number of children entering foster care to a first placement type of group home within a 12 month period.

**National Standard:** N/A

**CSA Baseline Performance:** 96.3% (Q3 2016). According to the Q3 2016 Data Report, 77 out of 80 youth's initial placement was into a group homes. 2.5 % were placed with relatives (2 out of 80). 0% (0 out of 80) was placed in foster homes or with foster family agencies.

**Target Improvement Goal:** To increase the number of youth placed with relatives, in foster homes and with foster family agencies.

**Year 1:** 4.5%

**Year 2:** 6.5%

**Year 3:** 7.5%

**Year 4:** 8.5%

**Year 5:** 10%

Strategy 1: Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y. and Wraparound services.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement Stability  <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<b>A.</b> Conduct yearly training with Probation Officers on the topic of Permanency: Adoption, Legal Guardianship, and Reunification and the requirements for Another Permanent Planned Living Arrangement (APPLA).	1/2018	12/2018	Placement Supervisors Placement DPOs
<b>B.</b> Revise/Update Policy and Procedure manual for the Probation Placement Unit specific to the requirements of the Manual of Policies and Procedures for Child Welfare Services (Division 31) and the current practices of the Probation Department.	6/2018	3/2021	Placement Division Chief Placement Assistant Division Chief Placement Supervisors
<b>C.</b> Meet with the Juvenile Field Probation administration and supervisors to coordinate random “operations” with the goal of executing placement warrants to expedite the restarting and reengagement of services to achieve permanency.	9/2018	12/2018	Placement Division Chief Placement Assistant Division Chief Juvenile Field Division Chief Juvenile Field Assistant Division Chief Placement Supervisors Juvenile Field Supervisors

<p><b>D.</b> Continued yearly audit and analysis of data of all placement programs to identify both their target and successful populations. The data will be used to inform placement decisions, in an effort to minimize absconds and terminations which can reduce length of time to achieve permanency.</p>	10/2017	10/2018	Placement Supervisor Placement Senior DPO (auditor) Placement DPO (intake officer)
<p><b>E.</b> Conduct yearly meeting between Probation and placement programs to review expectations and allow Probation Officers to better assess placement options.</p>	1/2019	12/2019	Placement Supervisors Placement DPOs
<p><b>F.</b> At the time of the Pre-Permanency Hearing (6 months after entry into foster care), the DPO will discuss each case with their supervisor regarding permanency options.</p>	6/2018	12/2018	Placement Supervisors Placement DPOs

<p><b>G.</b> 9 months after entry into foster care, the DPO will discuss each case with their supervisor to identify barriers in achieving permanency within 12 months and put measures into place (i.e. Wraparound and Probation REDY (Re-Entry Development for Youth) to assist with reunification if appropriate.</p>	6/2018	12/2018	Placement Supervisors Placement DPOs
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Strategy 2: Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement stability 4B Least Restrictive Placement <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<p><b>A.</b> Initiation of internal family finding at the time of detention and continuing throughout the court process.</p>	1/2018	12/2018	Juvenile Intake/Court Supervisors Juvenile Intake/Court DPOs

<b>B.</b> Recruitment of families to become certified Resource Family Approval homes for probation population.	1/2018	12/2018	Placement Supervisor Placement Sr. DPO
<b>C.</b> Network with Foster Family Agencies and build relationships to increase capacity for probation placement population.	1/2018	12/2018	Placement Supervisor Placement Sr. DPO
<b>D.</b> Use of contracted family finding community based organizations to provide intensive family finding and supportive case management.	1/2018	7/2019	Placement Supervisor Placement Sr. DPO



CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Worksheet 1

(1) DATE SUBMITTED: \_\_\_\_\_ (2) DATES FOR THIS WORKBOOK \_\_\_\_\_ thru \_\_\_\_\_  
 (4) COUNTY: Sacramento (5) PERIOD OF SIP: 2017-18 thru 2021-22 (6) YEARS: \_\_\_\_\_

(3) DATE APPROVED BY OCAP _____
Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):	<b>CAPIT:</b>	<b>\$ 444,374</b>	<b>CBCAP:</b>	<b>\$51,497</b>	<b>PSSF:</b>	<b>\$1,174,993</b>
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No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Birth & Beyond - Home Visitation model, Nurturing Parenting Program (NPP)		The Child Abuse Prevention Council of Sacramento, as the Lead Agency for the Family Support Collaborative (FSC), distributes CAPIT funds to 6 community-based organizations (CBOs) to provide NPP Home Visitation in 9 Birth & Beyond Family Resource Centers. The CBOs are the Folsom Cordova Community Partnership, La Familia Counseling Center, Mutual Assistance Network of Del Paso Heights, River Oak Center for Children, Sacramento Children's Home, The Effort, and Arcade FRC.		\$444,374		\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	First 5 Sacramento; AmeriCorps; Medi-Cal Administration Activities (MAA)	\$444,374

CAPIT/CBCAP/PSSF Expenditure Workbook

Proposed Expenditures

Worksheet 1

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
2	Birth & Beyond - Family Resource Center support services and parenting classes	Direct Service	The Child Abuse Prevention Council of Sacramento, as the Lead Agency for the Family Support Collaborative (FSC), distributes funds to 6 community-based organizations (CBOs) to provide services in 8 Birth & Beyond Family Resource Centers. The CBOs are the Folsom Cordova Community Partnership, La Familia Counseling Center, Mutual Assistance Network of Del Paso Heights, River Oak Center for Children, Sacramento Children's Home, and The Effort.		\$0		\$51,497		\$0	\$0	\$0	\$0	\$0	\$0	\$0	First 5 Sacramento; AmeriCorps; Medi-Cal Administration Activities (MAA)	\$51,497
3	Alcohol and Drug Services/Specialized Treatment and Recovery Specialists (STARS)		Bridges Professional Treatment Services, Inc.		\$0		\$0		\$0	\$279,500	\$0	\$0	\$279,500		\$2,232,348	Title IV-E; CalWORKs; 2011 Protective Services Realignment; 1991 Social Services Realignment	\$2,511,848

CAPIT/CBCAP/PSSF Expenditure Workbook

Proposed Expenditures

Worksheet 1

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
4	Short Term Counseling		Various contracted providers		\$0		\$0		\$0	\$0	\$313,873	\$0	\$313,873		\$336,127	Title IV-E; 2011 Protective Services Realignment; 1991 Social Services Realignment	\$650,000
5	Informal Supervision		Sacramento DHHS/CPS		\$0		\$0		\$255,072	\$0	\$0	\$0	\$255,072		\$0		\$255,072
6	Adoption Support		Sacramento DHHS/CPS; Sierra Forever Families		\$0		\$0		\$0	\$0	\$0	\$326,548	\$326,548		\$0		\$326,548
7					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
<b>Totals</b>					<b>\$444,374</b>		<b>\$51,497</b>		<b>\$255,072</b>	<b>\$279,500</b>	<b>\$313,873</b>	<b>\$326,548</b>	<b>\$1,174,993</b>		<b>\$2,568,475</b>		<b>\$4,239,339</b>
									22%	24%	27%	28%	100%				



## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Birth & Beyond Family Resource Center (FRC) Program (Line #1 and #2 of expenditure workbook)

#### SERVICE PROVIDER

The Child Abuse Prevention Council of Sacramento is the lead agency for the Family Support Collaborative.

#### PROGRAM DESCRIPTION

Birth & Beyond assists Sacramento County in meeting the Safety Measure Outcome “No Recurrence of Maltreatment”. The program provides prevention, intervention, and treatment services through nine neighborhood based Family Resource Centers. Using the evidence-based Nurturing Parenting Program, Birth & Beyond targets parents with children birth through 17 years of age who are at risk of abusive and neglecting parenting patterns. Multi-lingual, and multi-cultural service activities include:

- Differential Response
- Home visiting
- Parenting education workshops
- Crisis intervention support
- Enhanced core services
- Information & referral
- Family Support:
  - Connect families to housing/shelter and transportation
  - Provide utilities assistance
  - Connect families to health care services and health insurance
  - Link parents to appropriate services such as domestic violence, AOD counseling, and mental health providers
  - Provide help with immediate needs such as clothes closets and food banks

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Home Visitation Services
CBCAP	Family Support, Parenting Education, Information & Referral, and Crisis Intervention
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
<b>OTHER Source(s): (Specify)</b> <ul style="list-style-type: none"> <li>• First 5 Sacramento</li> <li>• Corporation for National and Community Service (AmeriCorps)</li> <li>• Medical Administrative Activities (MAA)</li> </ul>	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

- Children ages 0-5 years accounted for 37% of the allegations received in Sacramento County CPS in 2015 (CSA, pg. 47)
- Three quarters of all child maltreatment deaths occurred in children age 5 years or under (CSA, pg. 47)
- The majority of perpetrators in child abuse or neglect homicides in Sacramento County are biological parents (CSA, pg. 47)

**TARGET POPULATION**

Expecting parents and/or those with children 0 through 5 years of age who are at risk for, or have had a substantiated report of child maltreatment, and who reside in the Sacramento County neighborhoods where the nine Birth&Beyond Family Resource Centers are located.

**TARGET GEOGRAPHIC AREA**

The nine Birth&Beyond Family Resource Centers are located in neighborhoods throughout the County that are high need and have the highest rates of poverty, child abuse and neglect, and teen births.

**TIMELINE**

SIP Cycle: 2017-2021; Subject to change with notice and approval from CDSS/OCAP

EVALUATION

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

Desired Outcome	Indicator	Source of Measure	Frequency
*Parents increase their parenting knowledge and attitudes	*80% of parents show an increase in parenting knowledge and attitudes	* Adult-Adolescent Parenting Index	*Completed by parent participants at program start & completion
* Decreased substantiated maltreatment allegations	*95% of parents will have no substantiated maltreatment allegations up to 12 months post services.	*Records of Child Protective Services Referrals for alleged child abuse and neglect.	*Annually from CMS/CWS system from pre and post parent participation in home visiting

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
*Parent Satisfaction Survey	*Completed annually by parents receiving Birth&Beyond services	* Surveys reviewed by Birth&Beyond Parent Cabinet members and Birth&Beyond staff	* Problem areas addressed by the Birth&Beyond Family Support Collaborative, as appropriate to ensure continuous quality improvement

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Informal Supervision (Line #5 of expenditure workbook)

#### SERVICE PROVIDER

Sacramento DHHS/CPS

#### PROGRAM DESCRIPTION

Informal Supervision is a case management voluntary program in CPS that provides intensive home-based services to children and their families in lieu of filing a petition in the Juvenile Court. The goal of the program is to ensure the safety and protection of children without separation and out of home placement. Case management and support services are provided as well as the following interventions are available via referral to address health and safety issues: counseling, parenting education, substance abuse services, public health services, linkage to community services, and transportation assistance.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Case management services provided by the Informal Supervision program
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Children ages 0-5 years accounted for 37% of allegations received in Sacramento County in 2015 (CSA, pg. 51)
- Three quarters of child maltreatment deaths occurred in children age 5 years or younger (CSA, pg. 47)
- The majority of perpetrators in child abuse or neglect homicides in Sacramento County are biological parents (CSA, pg. 47)
- In 2013, almost 7% of all births in Sacramento County were low birth weight (CSA, pg. 35)
- One of the areas of the County with the highest rates of poverty is the southern area (CSA, pg. 32)

- The south Sacramento area of the county showed the highest maltreatment indicators (CSA, pg. 50)

**TARGET POPULATION**

At risk families who have open voluntary CPS cases with children 5 years of age and younger.

**TARGET GEOGRAPHIC AREA**

Sacramento County, primarily south and central regions of the county

**TIMELINE**

SIP CYCLE 2017-2021; SUBJECT TO CHANGE WITH NOTICE AND APPROVAL FROM CDSS/OCAP

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

Desired Outcome	Indicator	Source of Measure	Frequency
Child safety	90% of children will have no recurrence of maltreatment within 12 months.	CWS/CMS	Yearly, at the end of the report period

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
County social worker assigned to the family obtains feedback by speaking to the child and parent/caregiver; feedback also provided directly to the supervisor or program manager.	Social Worker: During face-to-face contacts with the child and parent/caregiver, conducted at least one time monthly; Supervisor/Program Manager: On-going as the family would like to provide feedback.	County social worker staffs feedback with supervisor and/or program manager	Problem areas addressed as necessary. Chain of command in place if warranted (Social Worker, Supervisor, Program Manager, Division Manager)

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Alcohol and Other Drug Services STARS (Specialized Treatment and Recovery Specialist) Program (Line #3 of expenditure workbook)

#### SERVICE PROVIDER

Bridges Professional Treatment Services

#### PROGRAM DESCRIPTION

STARS program is a support service program that provides case monitoring/management of parents involved with Child Protective Services and one of the two family drug Courts, Drug Dependency Court (DDC) or Early Intervention Family Drug Courts (EIFDC). The STARS Recovery Specialists help parents complete the Alcohol and other Drug (AOD) treatment requirements in the Child Welfare Case Plan. These requirements may include: entering and completing an AOD treatment program, alcohol and drug testing and attendance of support group meetings. Participation in the program ranges from six to twelve months. Depending on the client's progress in treatment, the Recovery Specialists meets with clients 1-2 per week in person and drug 1-2 times per week. The Recovery Specialists also is present with the clients during their Court appearances at DDC and EIFDC to provide updates to the Court, as well as support and celebrate the client through this process.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Peer Recovery Support
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Opiates and methamphetamine make up 70% primary drug of choice of all individuals admitted to alcohol and drug treatment services in Sacramento County (CSA, pg. 42)
- 83% of arrestees tested positive for some drug in their system at time of arrest and booking and 50% had more than one substance in their system (CSA, pg. 44)
- The highest number of referrals are for General Neglect allegations (CSA, pg. 53)
- Better aftercare and safety plans are needed for individuals with co-occurring disorders CSA, pg. 23)

**TARGET POPULATION**

Parents with a voluntary child welfare case where parental substance use has been identified as a contributing factor to the child maltreatment. These parents are also participating in the family drug court, Early Intervention Family Drug Court (EIFDC).

**TARGET GEOGRAPHIC AREA**

County wide

**TIMELINE**

SIP Cycle: 2017-2021; Subject to change with notice and approval from CDSS/OCAP

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

Desired Outcome	Indicator	Source of Measure	Frequency
Decrease recurrence of maltreatment	Children experience 25% less recurrence of maltreatment compared to control group	Data from CWS/CMS, California Outcomes Measurements System (CalOMS) & AOD related data and treatment compliance from STARS program	Program evaluated yearly on a Federal FY schedule. Evaluation for desired outcomes looks back two years.

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey will be distributed at the beginning of the EIFDC hearing over a 4-5 week period during the year. Clients return the anonymous and confidential survey to the STARS staff member in a sealed envelope	Completed 1-2 times per year with current STARS clients	Surveys are reviewed to determine if parents are satisfied with STARS and the family drug court programs.	Feedback is shared within the Bridges, Inc. agency to improve areas, and or, talk about what is working. Any issues or concerns regarding the family drug court programs are presented at the family drug court workgroups (in which CPS participates) for resolution.

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Short Term Counseling (Line #4 of expenditure workbook)

#### SERVICE PROVIDER

Various contracted providers: Affordable Counseling & Educational Services; Margaret Beryl Beauford, LCSW; Uplift Family Services; Cornerstone Recovery, Inc.; Cross Creek Family Counseling; Hope for Healthy Families Counseling Center; H.O.P.E. Therapeutic Services, Inc.; Alexander Kagan; My Sister's House; Positive Option Family Services; Redefining You Therapy; Sacramento Counseling & Family Service Center; Strategies for Change; Supportive Psychological Care, Inc., A Psychological Corp.; Terra Nova Counseling; The Cutting Edge Journey; The Place Within Counseling Folsom; RIHLA, Inc.; W.E.A.V.E. WellSpace Health; and David Yates, MFC

#### PROGRAM DESCRIPTION

Short Term Counseling services are provided for CPS Parents/Caregivers to, in part, reunify the family following the removal of the child(ren) from the family home due to neglect, physical emotional, and/or sexual abuse, or avoid placement failure. Short Term Counseling services are offered in three modes: individual, family, and conjoint counseling, up to ten 50-minute sessions. Treatment plans relates to mitigating the unsafe behaviors negatively impacting children. Group counseling is twelve 90-minute sessions. These psycho-educational groups are trauma focused to address child abuse and neglect issues, general counseling, domestic violence, anger management and sexual abuse. Type of service modality is typically determined through an assessment by the case carrying social worker in collaboration with the Parents/Caregivers. The assessment looks at the needs of the family, the reason for CPS intervention, as well as cultural and language considerations to insure the Parents/Caregivers receive tailored services. Determination of the level of treatment is also made through recommendations from a psychological evaluation (if applicable) or the Short Term Counseling Service provider.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
<b>CAPIT</b>	
<b>CBCAP</b>	
<b>PSSF Family Preservation</b>	
<b>PSSF Family Support</b>	
<b>PSSF Time-Limited Family Reunification</b>	Behavior/Mental Health
<b>PSSF Adoption Promotion and Support</b>	

<b>OTHER Source(s): (Specify)</b>	
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**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

- Outcome Measure P4 Re-entry to foster care in 12 months is above the national standard with 14.7% and is a companion measure to P1 Permanency in 12 months (CSA, pg. 164)
- From the peer review, it was identified that parents complete mandated services, but behavioral change is not a factor for reunification. (CSA, pg. 155)
- Individualized case plans, and not standardized services, are an identified need in Sacramento County child welfare. (CSA, pg. 154)
- Stakeholders report family isolation and repeated exposure to domestic violence, substance abuse, mental health, unemployment/low employment are putting children at risk of maltreatment and neglect in the community. Majority of children who enter care enter by reason of general neglect typically related to substance abuse, domestic violence, or mental health challenges. Additional gaps in service identified by peers, stakeholders, and social workers were a lack of culturally appropriate mental health services for children and adults, lack of services for fathers, and limited resources for families in isolated geographic locations. Stakeholders also identified adjustments to recovery for parents and collaborations between services providers and county agencies to better align services to the needs of children and youth. (CSA, pg. 181)

**TARGET POPULATION**

Families involved with the CPS system and have been Court Ordered Reunification services.

**TARGET GEOGRAPHIC AREA**

Providers are located throughout the County to promote accessibility to the parents.

**TIMELINE**

SIP Cycle: 2017-2021; Subject to change with notice and approval from CDSS/OCAP.

**EVALUATION**

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

Desired Outcome	Indicator	Source of Measure	Frequency
Timely Reunification	At least 40% of parents reunify with their children in 1 year	CWS/CMS	Yearly at the end of report period

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed annually, during an identified 2 week period of time, by parents receiving short term counseling services.	Surveys reviewed upon receiving them at the CPS office.	Problem areas addressed with providers, as appropriate, to resolve issues and ensure continuous quality improvement.

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

**PROGRAM NAME**

CapKids Contracted Program (Adoption Support) (Line #6 of expenditure workbook)

**SERVICE PROVIDER**

Sacramento DHHS/CPS; Sierra Forever Families (SFF)

**PROGRAM DESCRIPTION**

CapKids provides enhanced family engagement and child specific recruitment services to support efforts to secure adoptive and legal guardianship homes for children in long term foster care who have one or more barriers to permanency. Services provided by the Contractor include, but are not limited to: case management, child specific recruitment, assistance, matching and family disclosures. They assist with the logistics of pre-placement visits and support families and caregivers to ensure smooth transitions for youth into adoptive and legal guardianship homes. They provide up to 24 post adoption two hour support sessions as well. The goal is to provide all supportive services to increase permanency outcomes for hard to place children and youth.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
<b>CAPIT</b>	
<b>CBCAP</b>	
<b>PSSF Family Preservation</b>	
<b>PSSF Family Support</b>	
<b>PSSF Time-Limited Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	Adoptive parent recruitment, case management and post-adoptive support groups.
<b>OTHER Source(s): (Specify)</b>	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

- During the years 2012 through 2015, most of the children in Sacramento County’s child welfare population have continued to be in an open case with the service component of Permanent Placement. (CSA, page 60)
- Given the timeframes in care, children ten years and under were significantly more likely to exit to permanency than youth eleven years old and older. This, in part, reflects that older children are more difficult to find adoptive homes. (CSA, page 162)

**TARGET POPULATION**

Permanent placement youth with one or more barriers to permanency.

**TARGET GEOGRAPHIC AREA**

Children/youth placed in all areas within Sacramento County are eligible.

**TIMELINE**

SIP CYCLE: 2017- 2021; SUBJECT TO CHANGE WITH NOTICE AND APPROVAL FROM CDSS/OCAP.

**EVALUATION****PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

<b>Desired Outcome</b>	<b>Indicator</b>	<b>Source of Measure</b>	<b>Frequency</b>
Youth served by CapKids are on track to achieve a permanent plan of adoption.	30% of youth served achieve a matched placement or have adoption finalized.	Progress reports submitted by the agency; CWS/CMS	Quarterly

**CLIENT SATISFACTION**

<b>Method or Tool</b>	<b>Frequency</b>	<b>Utilization</b>	<b>Action</b>
Specialized County Social Worker jointly assigned to child being served by the contractor who obtains feedback by speaking to the child and caregiver.	During face-to-face contacts with the child and caregiver, conducted at least one time monthly.	County social worker staffs feedback with supervisor.	Problem areas addressed with agency at level deemed appropriate. Chain of command in place if warranted. (Social Worker, Supervisor, Manager, Planner, Division Manager)

## CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION TEMPLATE

#### PROGRAM NAME

Sacramento County Adoptions Program (Adoption Support) (Line #6 of expenditure workbook)

#### SERVICE PROVIDER

Sacramento DHHS/CPS

#### PROGRAM DESCRIPTION

Sacramento county has one .8 social worker who provides a broad range of post adoption services to adoptees, their birth parents, and their siblings. Services include providing information and referrals to families for mental health services, parenting supports/services, and other services as requested. The post adoption social worker is the contact for outside agencies such as other CPS agencies who may need information.

In addition, the post adoption social worker provides information from the file if it is lost, misplaced, or new information is received by our agency to the adoptee and/or the families. (i.e. copies of forms, facilitating communication regarding new birth certificate and changing name on social security; preparing non identifying background letters, providing information about new siblings being born, etc.)

The post adoption social worker also facilitates post adoption contact between parties, which includes providing information about the consent for contact and sibling waiver forms for parents and siblings. The social worker also assists adoptive families and birth parents/siblings to create contact via letter/picture exchange, assisting with set up of a neutral process to facilitate contact such as a P.O. Box or email address, and referring to outside agencies who can assist with contact arrangements.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Post Adoption Services provided by the Sacramento County Post-Adopt social worker
OTHER Source(s): (Specify)	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

- The majority of exits in measure P2 during the time period October 2015-September 2016, as well as from the last several years, were to adoption. (CSA, pg. 161)
- As observed in the data trends for measure P3, the most likely exit to permanency after a child has been in care for more than 24 months is adoption. For the latest three reported periods, the majority of children in care have exited to adoption. (CSA, pg. 162)
- The Supervisor focus group identified a lack of post adoption services as a challenge. Private insurance may not cover services, or a medical provider not experienced with attachment disorders or other trauma from prior removal. (CSA, pg. 187)

### TARGET POPULATION

The services will target any individuals who were adopted from Sacramento County and their adoptive families.

### TARGET GEOGRAPHIC AREA

Children, their siblings, and adoptive parents who reside in Sacramento County and elsewhere.

### TIMELINE

SIP cycle: 2017-2021; subject to change with notice and approval from CDSS/OCAP.

## EVALUATION

### PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Adoptees and adoptive families are connected with community resources	75% of clients seeking resources are successfully referred to an appropriate community resource	Log maintained by the Adoptions program	Completed by the post adoption social worker as clients are served; reviewed with the adoption supervisor during monthly supervision

### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Post adopt social worker obtains feedback by speaking to the child and adoptee/adoptive family; when working with each client, social worker informs each client of the process by which they can provide feedback. Feedback also provided directly to the supervisor or program manager.	On-going throughout the year	Post adopt social worker staffs feedback with supervisor and/or program manager	Problem areas addressed as necessary. Chain of command in place if warranted (Social Worker, Supervisor, Program Manager, Division Manager)