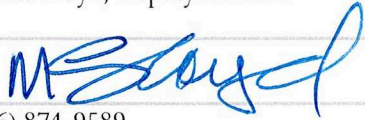


California – Child and Family Services Review Signature Sheet

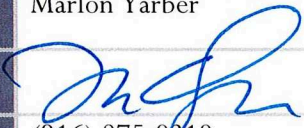
For submittal of: CSA SIP Progress Report

| | |
|---------------------|------------|
| County | Sacramento |
| SIP Period Dates | 2021-2026 |
| Outcome Data Period | Q3 2021 |


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| | |
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Board of Supervisors (BOS) Signature

| | |
|-------------------|--|
| BOS Approval Date | |
| Name | |
| Signature* | |

Contact Information

Mail the original Signature Sheet to:

*Signatures must be in blue ink

Children and Family Services Division
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California - Child and Family Services Review

System Improvement Plan

2021 – 2026



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Introduction

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

The California Department of Social Services (CDSS) provides quarterly data reports, which include safety, permanency, and well-being outcome measures for each county. The quarterly reports include federal and state standards, the basis for the California Child and Family Services Review (C-CFSR) used to track each county's performance over time. Each county uses the data as a guide for assessment and planning processes and a tool to analyze what policies and procedures to implement. Quarter 1 2021 data was the baseline data used for this C-CFSR process. The data was the foundation for the decision that determined the focus areas for the Peer Review, Focus Groups, and Community Stakeholder meetings. Quarter 3 2021 data will be the basis for forming and implementing Sacramento County's 5-Year SIP Plan.

The Sacramento County C-CFSR is a comprehensive review of child welfare and probation's prevention, permanency, and aftercare programs. Sacramento County has extensively analyzed services, programs, and processes to develop an integrated SIP. The SIP is 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 serves as the operating agreement between the County and the State, outlining how the County will improve its system to provide better outcomes for children, youth, and families.

The development of the 2021-2026 SIP is a continuation of the Sacramento County Self-Assessment (CSA), completed in May 2022 and approved by CDSS in December 2022. The CSA findings guide the SIP and are the collaborative effort between Sacramento County Department of Child, Family and Adults Services – Child Protective Services Division and Probation Department, in partnership with the CDSS and community partners.

The SIP has incorporated results from the CSA activities: Focus Groups, Peer Review and Stakeholder Meetings, reflecting a system-wide planning and feedback process that maximizes continuous community involvement. The CSA served as a vehicle to perform a quantitative and qualitative evaluation.

Sacramento County's child welfare and juvenile probation performance was analyzed regarding child safety, permanency, and well-being. The County Peer Review process was a conduit to join 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.

Sacramento County will continue to value and benefit from the vast information obtained during the 2021 CSA process. The information gathered yielded essential data to inform the development of the 2021-2026 SIP. The Department of Child, Family, and Adult Services – Child Protective Services Division and the Probation Department continue to foster a strong collaborative relationship and work diligently to improve outcomes for children and families. The Departments are committed to working together and utilizing resources to enhance safety, permanency, and well-being outcomes for children and families as the County implements new SIP goals.

SIP Narrative

C-CFSR Team and Core Representatives

Due to the COVID-19 pandemic, Sacramento County contracted with a third party, UC Davis Northern Training Academy, to coordinate and facilitate County Self-Assessment (CSA) activities. The C-CFSR Team included Sacramento County Child Welfare and Probation Department representatives, the California Department of Social Services (CDSS). The CDSS provided consultation, support, and assistance to child welfare and probation to ensure meeting requirements and federal guidelines throughout the process. All CSA activities were conducted virtually, including the Peer Review, Stakeholder Meetings, Focus Groups, and Core Team planning meetings.

The Core Team identified to drive the C-CFSR process included:

Child Welfare:

- Maysua Chervunkong, Program Planner, Program Administration
- Lisa Boulger, Program Manager, Program Administration
- Teresa Rodriguez, Program Manager, Permanency Program
- Charlene Duffy, Program Planner, Permanency Program
- Tiffany Glass, Program Planner, Permanency Program
- Dianne McFarland, Program Planner, Emergency Response Program
- Kevin Kiser, Administrative Services Officer III, Program Administration

Probation:

- Lynsey Semon, Chief Deputy (CSA and SIP)
- Kristalyn McDonald, Assistant Chief Deputy (CSA and SIP)
- Davina Aguirre, Supervising Probation Officer (CSA)

- Robert Edmisten, Supervising Probation Officer (CSA and SIP)
- Chaka Wilson, Senior Deputy Probation Officer (CSA)
- Margot Quick, Senior Deputy Probation Officer (CSA)
- Jeffrey Levasseur, Senior Deputy Probation Officer (SIP)
- Eva Cota, Deputy Probation Officer (CSA)
- Jenny Ng, Administrative Services Officer II (CSA)
- Stephanie Townsend, Administrative Services Officer I (CSA)
- Angelina Bryant, Administrative Services Officer II (SIP)
- Diana Snow, Administrative Services Officer I (SIP)

California Department of Social Services:

- Venus Esparza-Whitted, Associate Governmental Program Analyst/Consultant
Children & Family Services Division, Children’s Services Quality Management Branch
- Jagdish Majju, Analyst, Office of Child Abuse Prevention, Child Protection and Family Support
Branch, Children, and Family Services Division
- Victoria Bueno, Associate Governmental Program Analyst/Consultant Children & Family Services
Division, Children’s Services Quality Management Branch

C-CFSR Stakeholder Engagement

Sacramento County convened CSA stakeholders (county child welfare and probation, Native American Tribes, service recipients, Child Abuse Prevention Center (CAPC), and agency partners) through virtual Focus Groups, Stakeholder Meetings, and Peer Reviews sessions. Focus Groups occurred from November 2021 to May 2022. Participants included child welfare/and probation staff, service recipients, and counsels. In December 2021, the three-day Stakeholder Meetings engaged collaborative partners. The nine-day Peer Review for case-carrying child welfare social workers, probation officers, supervisors, and peer county representatives took place in January 2022. To continue CSA stakeholder engagement through the SIP process, the C-CFSR team will explore enhanced communication of quarterly newsletters, surveys, links on public webpages, and provide opportunities for status updates and feedback sessions. Additionally, community stakeholders may continue to participate in ongoing strategy workgroups throughout the SIP process.

Focus Groups

Child welfare hosted focus groups for the CPS executive management team (EMT), supervisors, social workers, division support staff, judges/bench officers, and counsel. In addition, focus groups were held for caregivers (foster parents, relatives, and non-related extended family members [NREFMs]), foster youth, and parents. The CPS parent, caregiver, and foster youth focus groups included participants receiving Sacramento County Child Protective Services. The Probation Department utilized internal focus groups that included probation officers, senior deputy probation officers, supervising probation officers, foster youth, and the foster youth's resource parents. A combined child welfare and probation focus group was also held for judges/bench officers. The focus group facilitators asked participants to share

experiences in system services. Participants provided feedback on current experiences, strengths, challenges, and service recommendations. Responses were compiled into three factors, "What's working well?", "What are the challenges/barriers?" and "What are the next steps?"

The following table outlines the 18 focus group sessions and dates:

| Focus Groups | Date Held |
|--|---|
| CPS foster youth | November 18, 2021 Surveys: May 9 - 12 , 2022 |
| CPS caregivers | November 18 and 19, 2021 |
| CPS parents | November 18 and 19, 2021 |
| CPS Staff comprised of social workers, family service workers (FSW), and child development specialists (CDS) | November 18, 19, and 30, 2021 |
| CPS division wide support | November 18, 19, and 30, 2021 |
| CPS supervisors | November 18 and 30, 2021 |
| Child welfare executive management team (EMT) | November 30, 2021 |
| Probation staff | December 1, 2021 |
| Probation resource parents | December 1, 2021 |
| CPS counsels | May 12, 2022 |
| Judges/bench officers (joint CPS and Probation) | May 20, 2022 |

Peer Review

Sacramento County conducted a Peer Review from January 6 to January 21, 2022 with peers from Contra Costa, Fresno, Los Angeles, Merced, Orange, San Bernardino, San Diego, Shasta, and Tulare County. Peer reviewers identified common themes regarding the strengths and challenges of the Sacramento County Child Welfare and Probation systems and provided recommendations for improvement. Child welfare focused on preventing the re-entry of children into foster care after a discharge from placement, and probation focused on improving permanency in 12 months for foster youth.

Stakeholder Meetings

The Sacramento Stakeholder Series, facilitated by UC Davis Northern Training Academy, occurred virtually on December 7, 8, and 10, 2021. Participating County agency partners and community organizations, reflected in the table below discussed demographics, regional needs and resources, and individual focus areas related to children and family outcomes.

| Stakeholder Meetings | |
|--|---|
| Agency/Community Organizations noted on Registration Link | |
| A Brighter Childhood, Foster Family Services | H.O.P.E. Therapeutic Services |
| A Path to Recovery | Koinonia Family Services |
| American River College | Lilliput, a part of Wayfinder Family Services |
| Alcohol and Other Drug Advisory Board | Paradise Oaks Youth Services |
| Better Life Children Services | Parent Advocates of Sacramento |
| Birth & Beyond Family Resource Centers | Sacramento Children's Home |
| Bridges, Inc. | Sacramento City Unified School District |
| Bridges - Specialized Treatment and Recovery Specialists (STARS) Program | Sacramento County Behavioral Health Services |
| CASA Sacramento | Sacramento County Children's Coalition |
| CDSS - Office of Child Abuse Prevention | Sacramento County CPS |
| Chicks in Crisis | Sacramento County Office of Education FYS |
| Child Abuse Prevention Council | Sacramento County Probation |
| Children's Law Center of CA | Stanford Sierra Youth & Families |
| CSU, Sacramento | UC Davis CAARE Center |
| Department of Human Assistance | WEAVE |
| EA Family Services | WellSpace Health |
| First 5 Sacramento | Wynspring Family Resource Center |

System Improvement Plan

Sacramento County developed SIP strategies and goals with comprehensive input received from all partners during the CSA process. The CSA feedback sessions addressed the child welfare and Probation Department’s general capacity, service array gaps, prevention and re-entry to foster care, maltreatment recurrence, placement stability, and service recommendations. Published summaries can be found in the 2021-2026 Sacramento County Self-Assessment Report.

On November 17, 2022, CDSS conducted a virtual SIP orientation for the Sacramento County C-CFSR core team from 3:00 p.m. to 5:00 p.m. For the 2021-2026 SIP cycle, CDSS recommended Sacramento County identify three total outcome measures (two for child welfare and one for probation). Both child welfare focus areas, with at least one being a federal outcome measure. After the initial review, CDSS recommended an additional child welfare strategy to address placement for complex needs youth. Child welfare will address four strategies in total. Probation will identify one focus area with one strategy. In

December 2022, CDSS notified Sacramento County to use CFSR 4 criteria for the SIP. The CFSR 3 and CFSR 4 data below guided child welfare and probation efforts identified for the SIP.

After analyzing the data and considering stakeholder input, child welfare leadership prioritized efforts to expedite and maintain permanency outcomes for children and youth as measured by P1: Permanency in 12 Months and P4: Re-Entry to Foster Care. The strategies to increase permanency and reduce re-entry will incorporate the systemic issues identified in the CSA by stakeholders.

The CFSR 3 outcome for P1: Permanency in 12 Months defined permanency as an exit to reunification, guardianship, or adoption. This outcome measures the percentage of children who enter care in a year and exit to permanency within 12 months of their entry date. The CFSR 3 national standard was 40.5% or higher. In CFSR 4, the methodology for measuring permanency remains the same; however, the P1 national standard is now 35.2% or higher. Current County child welfare Q3 2022 performance is 34.3%. The recent performance and downward trend has prioritized P1 as a focus area for this SIP.

The CFSR 3 outcome of P4: Re-entry to Foster Care measured all children who entered care in 12 months, discharged within 12 months to reunification or guardianship, and then re-entered into care within 12 months of their discharge. The measure only accounted for children in care for eight or more days and exited after eight days. CFSR 4 modified the P4 methodology, only accounting for all exits within 12 months (regardless of entry date) and re-entries into foster care within 12 months of exit. The new measure accounts for all children entering and exiting care after one day. P4 continues to be a challenge and remains higher (14.8%) than the national standard CFSR 3 (8.3%) and CFSR 4 (5.6%) standard. Measures P4 was a focus in the previous SIP. Sacramento child welfare will continue to focus on timelier exits without increasing re-entry into care.

On December 9, 2022, Child Welfare executive management team (EMT) engaged in the SIP planning process. Thirty-nine EMT members (including the C-CFSR core team) were separated into four breakout groups. The breakout groups consisted of at least one division manager, several program managers, and multiple program planners to discuss strategies for federal outcome measures P1 and P4. Each group discussed systemic factors and brainstormed doable action steps to improve Sacramento County's performance.

After analyzing the CSA data and prioritizing input from stakeholders and focus groups, probation decided to focus on efforts to achieve increased permanency outcomes for youth as measured by federal outcome measure P1: Permanency in 12 Months. While measure P1 was an area of focus for the 2016-2021 SIP, factors such as the COVID-19 pandemic negatively impacted progress in this area. P1 continues to be Probation's most significant area of opportunity, as outlined by stakeholder feedback in the CSA as well as continued lower rates (11.4% baseline Q3 2021) than the national standard (35.2% for CFSR 4); therefore, Probation will continue to focus on implementing strategies to increase permanency. On December 15, 2022, Probation managers, supervisors, line staff, and administrative support staff met to discuss and finalize strategies and actions steps for federal outcome measure P1. The strategies and action steps probation will utilize to increase permanency will incorporate feedback, recommendations, and systemic factors identified in the CSA by stakeholders and focus groups. Moving forward, Probation will continue to engage stakeholders by exploring enhanced communication of quarterly newsletters, surveys,

links on public webpages, and provide opportunities for status updates and feedback sessions. In addition, stakeholders may continue to participate in ongoing strategy workgroups throughout this SIP cycle.

UNMET NEEDS AND GAPS IN SERVICES IDENTIFIED IN CSA

The CSA results revealed that Sacramento County has many effective services available compared to other counties. These included Informal Supervision, Cultural Broker Program, Safe Sleep Baby (SSB) 2.0, work done by prevention partners such as the Child Abuse Prevention Council (CAPC), alcohol and drug rehabilitation, parenting classes, coping skills, and counseling services. However, stakeholder feedback was consistent for increased engagement and communication between CWS and stakeholders (resource parents, foster youth, biological parents, probation, and community partners) to improve collaboration.

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

- Increasing communication: service provider level and social worker-family level
- Increasing engaging communication (internally and externally)
- Service delivery and the need for additional resources (more alcohol and drug-related services)
- Culturally appropriate and crisis mental health services for children, youth, and adults
- More preventative and aftercare services for children and families
- Transportation resources for youth and families
- Social workers continue to have high caseloads and workloads
- Inconsistent monthly face-to-face visits with social workers, youth, and families
- Staff retention
- Lack of services and resources geared toward father/father engagement
- Lack of relative placements, family finding

The federal outcome measure P1: Permanency in 12 Months, and P4: Re-entry into Foster Care, are companion measures. While it is desirable to see timely exits from care, another goal is ensuring that youth who exit do not re-enter care. Children and families need access to essential support services for timely permanency and re-entry prevention. Enhancing prevention and intervention approaches positively influence permanency outcomes. When there is frequent and effective communication between families, child welfare services, and service providers, there are opportunities to deliver multi-component services to address individual family needs. The child welfare strategies identified and proposed for practice implementations to establish and increase permanent connections and decrease foster care re-entry are indicated later in this report.

Stakeholder feedback for Probation youth identified several unmet needs and gaps in service. Stakeholders expressed concern for family participation, constant changes in mandates, lack of communication from program therapists, lack of suitable Resource Families, lack of structure in Resource Family homes, and minimal “buy-in” by the youth to complete a structured program. These unmet needs and gaps in service impact P1: Permanency in 12 months for a variety of reasons. Lack of family participation often results in the inability to reunify because the home is not stable or lacks resources to support the youth in returning home. Constant changes in mandates and lack of communication from program therapists creates confusion, frustration, and mistrust, all of which contribute to increased levels

of absconds and lack of youth and family participation. Lack of suitable Resource Families and structure in Resource Family homes makes it challenging for youth to transition into home-based care and, ultimately, into permanency, because they are not exposed to healthy and supportive home environments. Finally, minimal “buy-in” by youth delays permanency because it increases the likelihood of absconding, which increases the amount of time the youth is not receiving support and services.

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE

CHOOSING OUTCOMES

A review of the data analysis collected during the CSA activities revealed some outcome measures that historically were areas of strength performed lower recently, such as permanency measure P1: Permanency in 12 months. The drop in Outcome P1 performance is hypothesized to be impacted by the COVID pandemic, as many hearings were significantly delayed or did not occur. Further, Outcome Measure P4 continues to be an area for improvement. It was the peer review focus area of child welfare in the 2016 County Self-Assessment and again in this CSA. Sacramento County recognizes the need to focus on the population of youth with complex care needs. Thus, the county hopes to impact P5 by creating additional positive support and coordinating effectively, leading to better outcomes and promoting stability and positive outcomes for children and youth.

Based on these findings, Sacramento County Child Welfare, Probation, and OCAP providers will focus on the following outcome areas for the next 5-Year SIP:

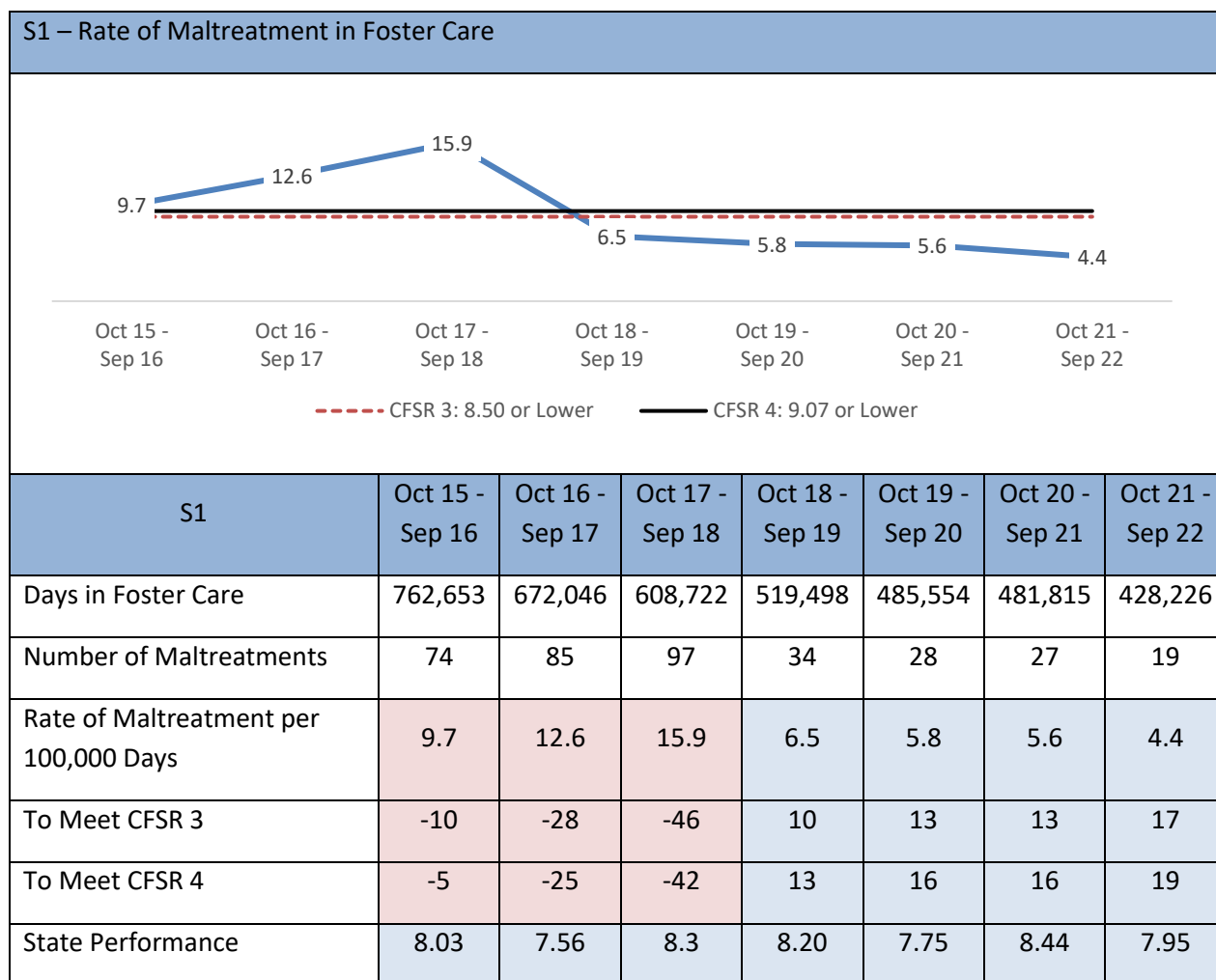
- Child Welfare – P1: Permanency in 12 Months
- Child Welfare – P4: Re-entry in 12 months
- Child Welfare – P5: Placement Stability
- Probation – P1: Permanency in 12 months

For each priority measure, the target improvement goal identified is to achieve the national standard by the end of the five-year SIP. However, Probation faces a number of challenges such as having a small number of youth in placement coupled with criminogenic factors such as extended treatment time in juvenile sex offender programs, which make achieving the national standard difficult. Therefore, Probation’s goal is to remain on par with the state of California’s performance levels, at a minimum, with the ultimate goal of achieving the national standard.

Probation believes the presence of a consistent and pro-social adult in a youth’s life will create better outcomes. Probation Officers build a strong rapport with the youth they supervise by encouraging and supporting them in completing treatment, attending school, and strengthening their family relationships. For example, Placement officers are encouraged to attend high school and program graduations to celebrate accomplishments. The trust between Probation Officer and youth is also important and central to the success of placing a delinquent youth. This trust is established through effective trauma-informed and strength-based communication by the Probation Officer, as well as collaboration with the program and family and, often times, advocacy on behalf of the youth by the Probation Officer. A strength-based Child and Family Team (CFT), in which youth voice is prioritized, makes the youth feel he or she is valued

and the proper supports are available. Through the frequency of CFTs, family visits, face-to-face visits and periodic check-ins, the relationship between Probation Officer and youth can be goal-driven and positive.

Sacramento County child welfare performs well overall in the following federal outcome measures: S1, S2, P2, P3, and P5. The chart below reflects the current performance with the new CFSR 4 standards. Efforts in these measures will continue to be monitored and adjusted to support child safety and permanency.



Data Source: UCB CCWIP Q3 2022

The national standard for Outcome Measure S1, Maltreatment in Foster Care, for CFSR 4 is a rate of 9.07 or lower. Currently, no barriers or challenges are identified to impact this measure. The systemic issues reported in Year 3 and Year 4 of the previous SIP continue to show impact to the S1 Outcome Measure's improvement. Some positive contributing factors include:

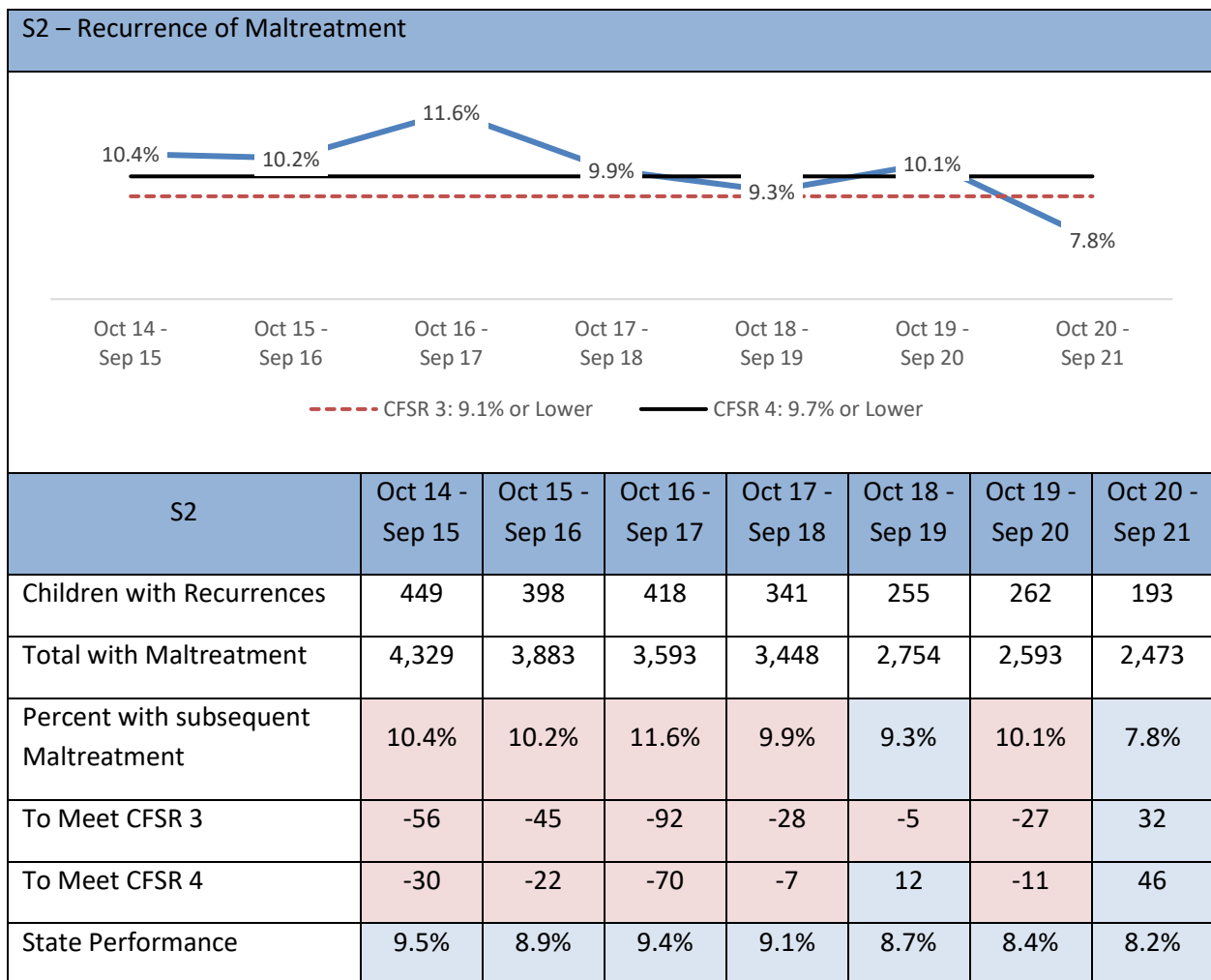
- Improved protocol to address Commercially Sexually Exploited Children (CSEC) referrals
- Use of the Child Welfare Services/Case Management System (CWS/CMS) occurrence date fields in referrals to accurately reflect the maltreatment incident date

- Enhanced quality assurance protocols around data entry to accurately reflect entry dates into foster care

Additionally there have been more frequent qualitative case reviews to identify trends among occurrences of maltreatment, which included:

- addressing data entry accuracy
- assessing CSEC referrals
- looking at allegations diligently to ensure that the basis and findings are substantiated accurately
- distinguishing between incidences of maltreatment occurring in care and maltreatment reported during care
- identifying available resources, service needs

The increase in case reviews effectively distinguished between incidences of maltreatment occurring in care and maltreatment reported during care.



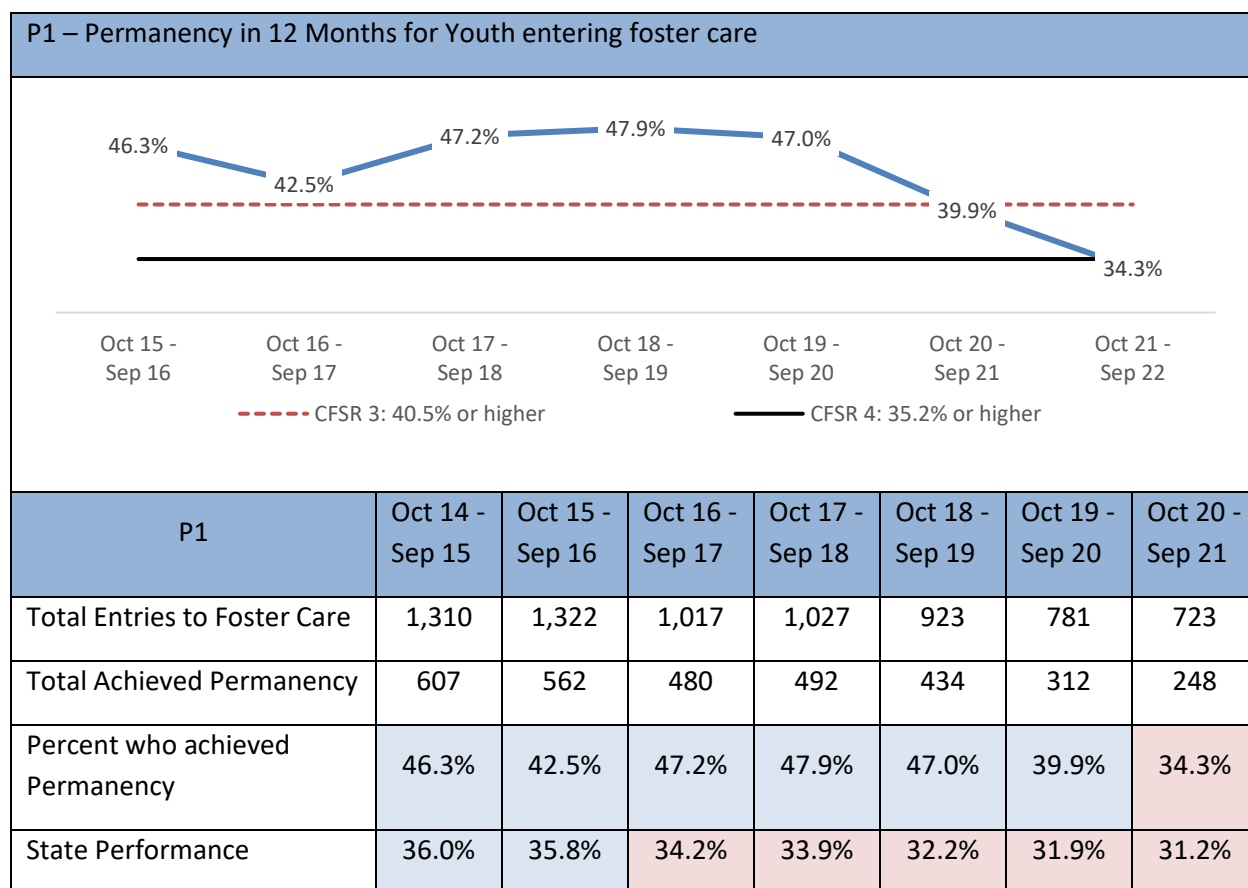
Data Source: UCB CCWIP Q3 2022

Sacramento County's current performance in Outcome Measure S2, Recurrence of Maltreatment, is 7.8%, exceeding the CSFR 4 national standard of 9.7%.

Performance improvement in this area contributed to:

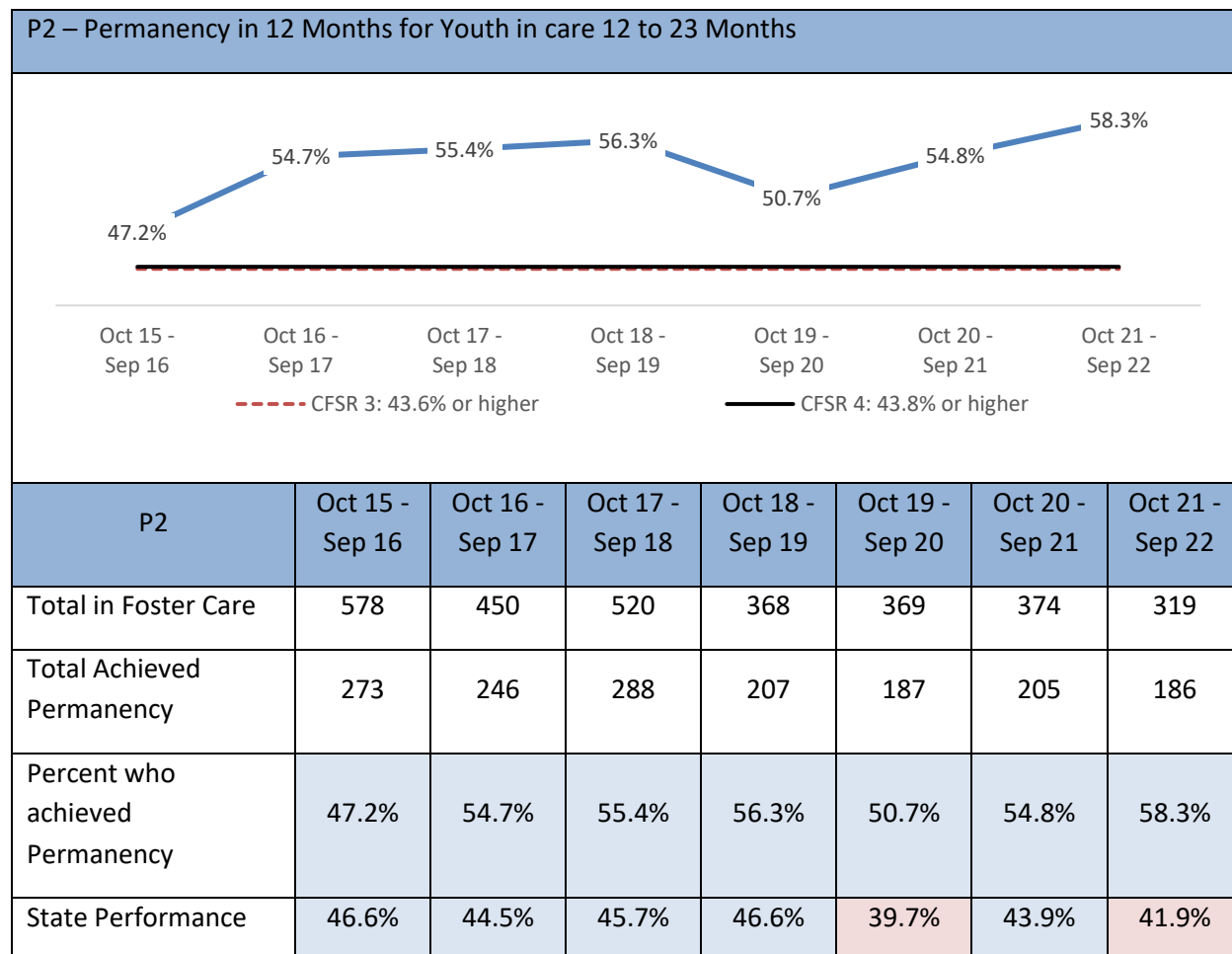
- Implementation of Prevention/Child and Family Team (P/CFT) meetings throughout the continuum of Child Welfare and an increase in P/CFT facilitators
- Conversion from the Team Decision Making meeting model to Prevention Child and Family Team model
- Linkages to community-based services after a Prevention CFT meeting
- Lower staff caseloads averages
- A decrease in referrals could also result in fewer referrals to substantiate maltreatment.

To maintain S2 performance, CPS will keep caseload assignments manageable, when possible, by continually hiring new employees, exploring and implementing staff retention practices, restructuring case assignments as needed, and increasing higher engagement of families in CFT meetings to develop better aftercare plans while improving community linkages to prevent further maltreatment.



The P1 outcome measures youth who exit from foster care to reunification, guardianship, or adoption. This outcome calculates the percentage of children who enter care in a year (the periods shown on the graph) and then exit to permanency within 12 months of their entry date. In the entry period between October 2019 and September 2020, 39.9% of children went on to achieve permanency within one year, exceeding the CSFR 3 national standard. As mentioned previously, CDSS initiated CSFR 4. According to the

new national standard, the P1 performance measure adjusted to 35.2% or higher (a 13% decrease from CFSR 3 - 40.5%). Even with the lower performance goal, Sacramento fell below the new standard at 34.3%. P1 was not a previous focus area in the last SIP but will be a priority area moving forward. Since 2018-2019, this measure has trended downward and no longer meets the national standard. It is hypothesized the COVID pandemic may have contributed to permanency exits. However, further drill down will be conducted to determine the factors contributing for the decrease.



Data Source: UCB CCWIP Q3 2022

Sacramento County’s performance in Outcome Measure P2: Permanency in 12 Months for youth in care 12 to 23 months and P3: Permanency in 12 Months for Children in Care 24 Months or More both perform at or slightly above the CFSR 4 national standard at 58.3% and 37.7%, respectively. While the County consistently meets and exceeds the goal for achieving permanency for youth in care 12-23 months (P2), child welfare is again meeting the goal for children in care longer (P3).

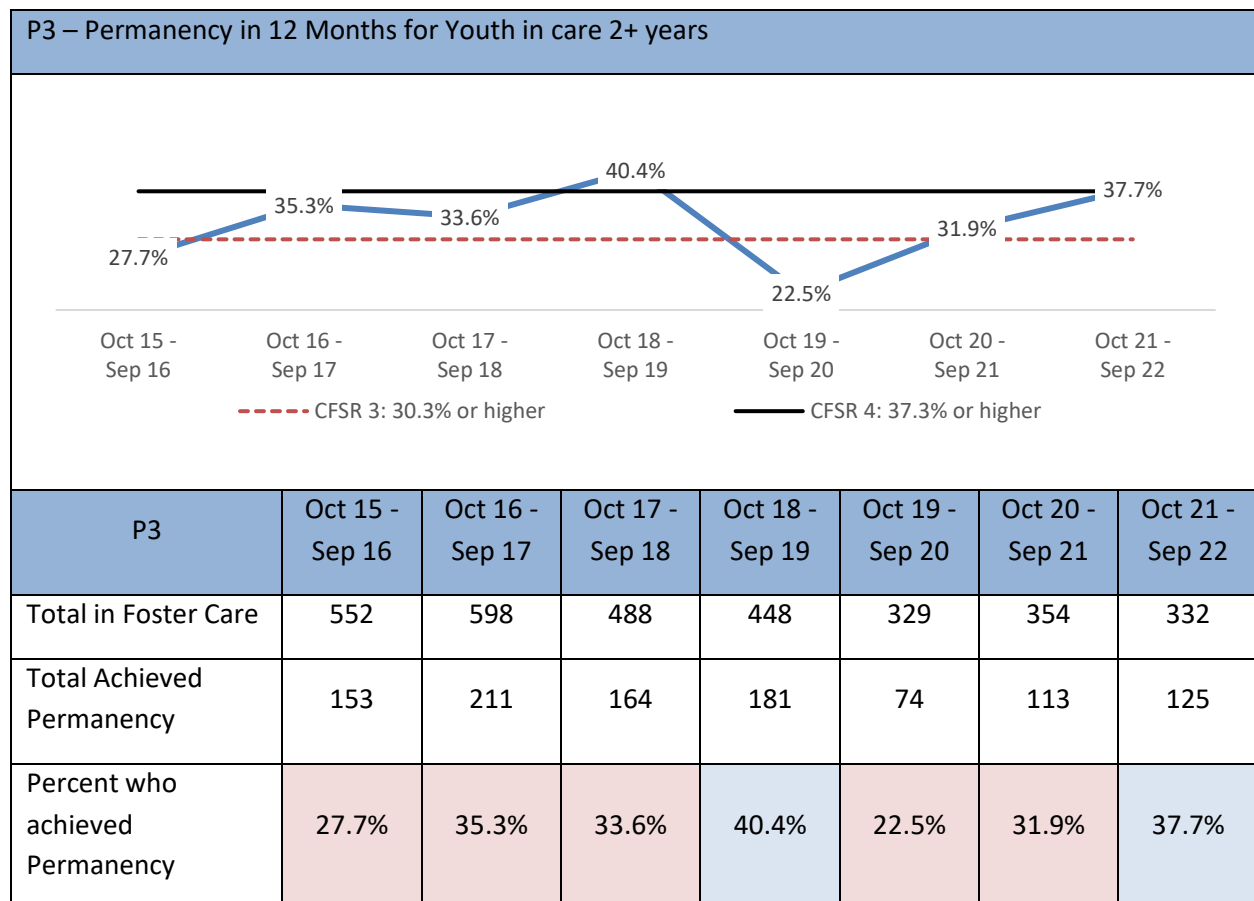
Some efforts in both P2 and P3 measures include the continuation of implementing practices that promote early engagement of relatives, such as the Family Engagement Social Workers (FES), previously known as Relative Engagement Specialists.

The usage of Cultural Broker partners to support permanency continues to be a part of Sacramento County’s approach, an essential program specifically designed to support African American families from entering foster care. The Cultural Brokers promote reunification engagement, attend court hearings and attend Child and Family Team (CFT) meetings to support families. Cultural Brokers now provide supportive services to parenting youth in Extended Foster Care (EFC) to prevent a generational cycle of CPS involvement and their work is extending to earlier involvement in the CPS system at the Emergency Response level.

Permanency Case Reviews (PCR) have also continued. PCR is a teaming practice that prioritizes children who have been in care for over 24 months. In partnership with Destination Family, the Intensive Family Finding program provides intensive family finding, engagement, and targeted child-specific recruitment efforts for children with barriers to termination of reunification services.

Monthly Permanency Case Reviews, a partnership developed with Casey Family Programs for the Kids Going Home (KGH), focuses on strategies to step youth down and transition from higher levels of care to home-based settings. Services include mapping out services providers, staff, and program leadership to identify supports, interventions, and strategies.

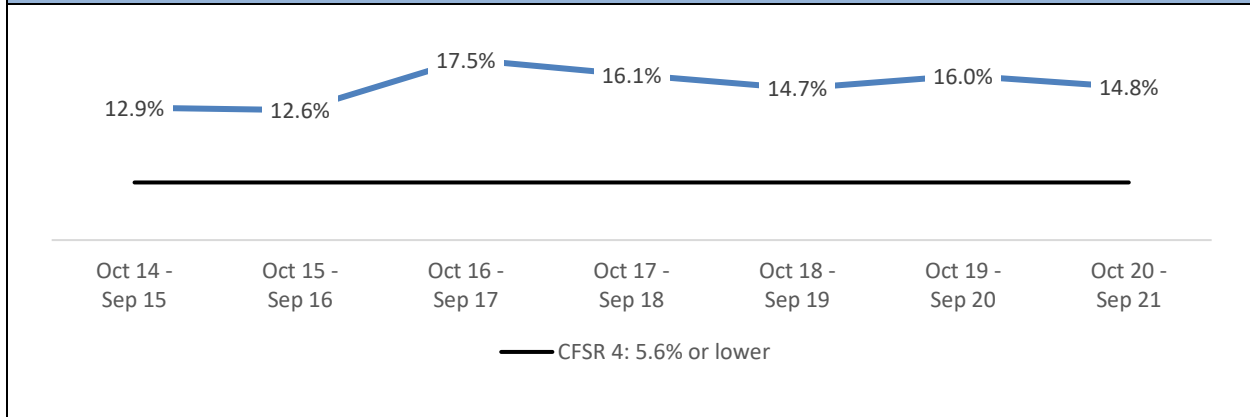
Finally, an analysis during the prior SIP showed that the P3 outcome measure was impacted by the COVID pandemic, specifically with the initial impact to court systems. Sacramento is confident to continue efforts meeting or exceeding the national standard for securing permanency for children in care 24 or more months, and data shows the performance is improving.



| | | | | | | | |
|-------------------|-------|-------|-------|-------|-------|-------|-------|
| State Performance | 29.6% | 31.3% | 33.0% | 33.6% | 28.8% | 33.8% | 31.8% |
|-------------------|-------|-------|-------|-------|-------|-------|-------|

Data Source: UCB CCWIP Q3 2022

P4 – Re-Entry to Foster Care

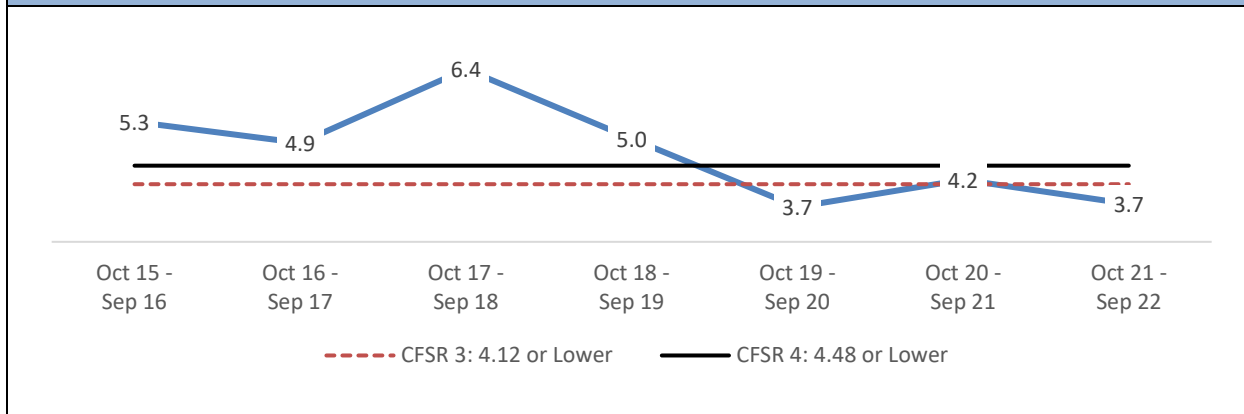


| P4 | Oct 14 - Sep 15 | Oct 15 - Sep 16 | Oct 16 - Sep 17 | Oct 17 - Sep 18 | Oct 18 - Sep 19 | Oct 19 - Sep 20 | Oct 20 - Sep 21 |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Total Exits to Permanency | 1,095 | 982 | 929 | 803 | 746 | 569 | 485 |
| Re-Entered within 12 Months | 141 | 124 | 163 | 129 | 110 | 91 | 72 |
| Percent who re-entered | 12.9% | 12.6% | 17.5% | 16.1% | 14.7% | 16.0% | 14.8% |
| State Performance | 10.4% | 9.6% | 10.0% | 10.3% | 9.8% | 9.2% | 8.6% |

Data Source: UCB CCWIP Q3 2022

Sacramento County’s performance in Outcome Measure P4, Reentry to Foster Care fluctuated over the years. Last year the performance was 16.0%. While current performance represents an improvement (14.8%) in the preferred direction, it remains higher than the CFSR 4 national standard (5.6%). Sacramento County would need to see a reduction of 45 children to meet the national standard in the current reporting period Q3 2021. This measure was a primary focus in the previous SIP cycle and will continue to be a focus for the 2021-2026 SIP.

P5 – Placement Stability



| P5 | Oct 15 - Sep 16 | Oct 16 - Sep 17 | Oct 17 - Sep 18 | Oct 18 - Sep 19 | Oct 19 - Sep 20 | Oct 20 - Sep 21 | Oct 21 - Sep 22 |
|------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Days in Foster Care | 210,291 | 137,532 | 148,090 | 122,087 | 118,277 | 121,225 | 94,993 |
| Number of Moves | 1,122 | 677 | 941 | 611 | 435 | 510 | 355 |
| Rate of Moves per 1,000 Days | 5.3 | 4.9 | 6.4 | 5.0 | 3.7 | 4.2 | 3.7 |
| To Meet CFSR 3 | -256 | -111 | -331 | -109 | 52 | -11 | 36 |
| To Meet CFSR 4 | -180 | -61 | -278 | -65 | 94 | 33 | 70 |
| State Performance | 4.01 | 3.84 | 3.95 | 3.95 | 3.37 | 3.76 | 3.79 |

Data Source: UCB CCWIP Q3 2022

Sacramento County had notable improvements in meeting and exceeding the CFSR 4 outcome measure for P5 Placement Stability. The current performance reflects a rate of 3.79, compared to the national standard of 4.48 or lower.

Efforts to improve this measure consisted of the following:

- Ensuring data accuracy into the Child Welfare Services/Case Management System (CWS/CMS) upon finalization of resource parent approval to prevent inaccurate representation of placement change
- The overall decrease in the number of children in care
- Informal Supervision
- Black Child Legacy Campaign programs: Cultural Broker and Community Incubator Lead
- Child Family Team Meetings
- Reduced use of the Sacramento County shelter care provider
- Gift cards provided to resource homes that can be used to address immediate needs, such as clothing

Since the last SIP, CPS has made significant efforts to locate relatives/NREFMs early in the investigation through the use of Family Engagement Social Workers. CPS has also emphasized finding placement with a relative/NREFM whenever possible. As an alternative, efforts were always made by the Centralized Placement Support Unit (CPSU) to place children in a resource family home.

As noted above, Sacramento County hopes to positively impact placement stability for youth with complex care needs. The Strategy to address this population is discussed in more detail in this report.

Sacramento County Probation performs well in the following federal outcome measures: S1, P5, and 2F (Out of Home – In Residence). In addition, while there are no national standards for measure 4B, Probation has decreased congregate care placements (96.6% to 69.2%) and increased non-congregate, home-based care settings since the last 5-year SIP.

Baseline and current data for S1 Maltreatment in Foster Care indicate Probation has had zero cases, which is far below the national average of 8.16. The Legislature and Juvenile Court has given the Probation Department responsibility for the appropriate and suitable residential placement of youth committed to the care, custody, and supervision of the Probation Officer. Appropriate placements focus on the safety, stability, and well-being of the probation youth, while satisfying the expectations of existing laws and the Court, and providing for community safety. The Probation Placement Monitor Officer conducts initial and annual on-going inspections of residential placement programs where probation youth under supervision are placed with the goal of reintegrating the youth back into the community.

Baseline (Q3 2021) and current data (Q3 2022) for P5 Placement Stability indicate Probation's rate is 1.17 and 0.50 placement moves, respectively, per 1,000 days in foster care. Probation has been well below the national standard of 4.48 placement moves per 1,000 days in care for the past five years. A possible contributing factor influencing the low placement number may be in part due to Probation's consistent practice in stabilization by utilizing the youth's voice through the Child and Family Team Meetings (CFT) during various points of the youth's case. Child and Family Team Meetings are conducted before the youth leaves detention and within 30 days of the youth arriving to the placement. Youth are included in all CFT's, as is anyone identified by the youth as a support person. Furthermore, youth are encouraged and supported in advocating for themselves. This allows the Case Plan to be developed along with the Needs and Services Plan (NSP). The Case Plan and NSP are fluid documents where the provider, Probation Officer, family and youth can see treatment needs, future goals and completed counseling along with progress in education. This strength-based CFT meeting serves as an effective avenue for all involved in the case and helps drive the Case Plan and NSP. The CFT is also useful for youth who may be in danger of a 14 Day notice due to unsafe behaviors such as drug use or absconds. This preservation CFT has often saved a youth's placement through the development of a Safety Plan and/or a Behavior Contract. Overall, Probation's frequency of CFTs allows the youth's positive progress to be highlighted and allows areas of concern to be immediately addressed. This information is also important because it is delivered to the Court of jurisdiction every six months for a formal review. Even though Probation's permanency within 12 months data is above the national average, it appears from placement stability data that the subsequent placement is successful.

Finally, baseline and current data for 2F - Timely Visits (Out of Home – In Residence) indicate Probation's rate of 88.8% and 83.0%, respectively, is well above the national standard of 50.0%.

Probation will continue to monitor these measures in an effort to further support child and family safety, placement stability, and best practices of placement case management.

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 **blue** indicate areas that are meeting the Federal or State standard.

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

Baseline Quarter vs. Current Performance Quarter

| Measure | Sacramento Child Welfare Baseline (2021 Q3) | Current Sacramento Child Welfare Performance (2022 Q3) | Desired Direction | Most Recent State Performance** | National Standard or Goal |
|---|---|--|-------------------|---------------------------------|---------------------------|
| S1 Maltreatment in Foster Care | 5.22 (10/20-09/21) | 4.44 (10/21-09/22) | ↓ | 7.95 per 100,000 days | ≤ 9.07 per 100,000 days |
| S2 Recurrence of Maltreatment | 10.1% (10/19-09/20) | 7.8% (10/20-09/21) | ↓ | 8.2% | ≤ 9.7% |
| P1 Permanency in 12 Months for Children Entering Care *** | 40.0% (10/19-09/20) | 34.3% (10/20-09/21) | ↑ | 31.2% | ≥ 35.2% |
| P2 Permanency in 12 Months for Children in Care 12 – 23 Months | 53.5% (10/20-09/21) | 58.3% (10/21-09/22) | ↑ | 41.9% | ≥ 43.8% |
| P3 Permanency In 12 Months for Children in Care 24 Months or More | 32.6% (10/20-09/21) | 37.7% (10/21-09/22) | ↑ | 31.8% | ≥ 37.3% |
| P4 Reentry to Foster Care *** | 14.7% (10/18-09/19) | 14.8% (10/19-09/20) | ↓ | 8.6% | ≤ 5.6% |
| P5 Placement Stability | 4.01 (10/20-09/21) | 3.74 (10/21-09/22) | ↓ | 3.79 per 1,000 days | ≤ 4.48 per 1,000 days |

Source: California Child Welfare Indicators Project

| Measure | Sacramento Child Welfare Baseline (2021 Q3) | Current Sacramento Child Welfare Performance (2022 Q3) | Desired Direction | Most Recent State Performance** | National Standard or Goal |
|--|---|--|-------------------|---------------------------------|---------------------------|
| 2B Timely Response (Immediate Response) | 94.1% (07/21-09/21) | 93.1% (07/22-09/22) | ↑ | 94.7% | ≥ 90.0% |
| 2B Timely Response (10 Days) | 92.2% (07/21-09/21) | 91.5% (07/22-09/22) | ↑ | 86.1% | ≥ 90.0% |
| 2F – Timely Visits (Out of Home) | 77.9% (10/20-09/21) | 80.3% (10/21-09/22) | ↑ | 91.5% | ≥ 95.0% |
| 2F – Timely Visits (Out of Home) – In Residence | 91.5% (10/20-09/21) | 87.2% (10/21-09/22) | ↑ | 85.7% | ≥ 50.0% |
| 4A – Youth Placed with Some or All Siblings | 72.6% (10/01/21) | 68.1% (10/01/2022) | ↑ | 74.1% | N/A |
| 4B Least Restrictive Placement (Entries First Placement) | Relative Homes | | | | |
| | 21.9% (10/20-09/21) | 18.5% (10/21-09/22) | ↑ | 33.1% | N/A |
| | County / Foster Homes | | | | |
| | 23.1% (10/20-09/21) | 24.2% (10/21-09/22) | | 22.3% | N/A |
| | Foster Family Certified Homes | | | | |
| | 40.3% (10/20-09/21) | 40.8% (10/21-09/22) | | 30.6% | N/A |
| | Group Homes | | | | |
| | 9.3% (10/20-09/21) | 4.3% (10/21-09/22) | ↓ | 10.3% | N/A |
| | Other | | | | |
| 5.4% (10/20-09/21) | 12.3% (10/21-09/22) | | 3.8% | N/A | |

Source: California Child Welfare Indicators Project

| Measure | Sacramento Child Welfare Baseline (2021 Q3) | Current Sacramento Child Welfare Performance (2022 Q3) | Desired Direction | Most Recent State Performance** | National Standard or Goal |
|--|--|--|-------------------|---------------------------------|---------------------------|
| 4B Least Restrictive Placement (Predominant Placement) | Relative Homes | | | | |
| | 29.9% (10/19-09/30) | 32.6% (10/20-09/21) | ↑ | 48.9% | N/A |
| | County Foster Homes | | | | |
| | 23.3% (10/19-09/30) | 19.8% (10/20-09/21) | | 17.7% | N/A |
| | Foster Family Certified Homes | | | | |
| | 33.0% (10/19-09/30) | 31.6% (10/20-09/21) | | 24.2% | N/A |
| | Group Homes | | | | |
| | 6.4% (10/19-09/30) | 5.7% (10/20-09/21) | ↓ | 3.2% | N/A |
| | Other | | | | |
| 7.4% (10/19-09/30) | 10.2% (10/20-09/21) | | 6.0% | N/A | |
| 8A – Outcomes for Youth Exiting Foster Care at Age 18 or Older | Percent who Completed High School or Equivalency | | | | |
| | 81.8% (07/21-09/21) | 59.5% (07/22-09/22) | ↑ | 74.5% | N/A |
| | Percent who Obtained Employment | | | | |
| | 51.5% (07/21-09/21) | 59.5% (07/22-09/22) | ↑ | 62.0% | N/A |
| | Percent with Housing Arrangement | | | | |
| | 90.9% (07/21-09/21) | 91.9% (07/22-09/22) | | 90.3% | N/A |
| Percent with a Permanency Connection | | | | | |
| 100% (07/21-09/21) | 97.3% (07/22-09/22) | | 94.5% | N/A | |

Source: California Child Welfare Indicators Project

SUMMARY OF PROBATION DATA FOR PERFORMING AND UNDERPERFORMING MEASURES

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

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

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

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

Baseline Quarter vs. Current Performance Quarter

| Measure | Sacramento Probation Baseline (2021 Q3) | Current Probation Performance (2022 Q3) | Desired Direction | Most Recent State Performance* | National Standard or Goal |
|---|---|---|-------------------|--------------------------------|--------------------------------|
| S1 Maltreatment in Foster Care | 0 (10/20-9/21) | 0 (10/21-9/22) | Maintain | 8.16 per 100,000 days | ≤ 9.07 per 100,000 days |
| P1 Permanency in 12 Months for Children Entering Care** | 11.4% (10/19-9/20) | 11.8% (10/20-9/21) | ↑ | 27.2% | ≥ 35.2% |
| P2 Permanency in 12 Months for Children in Care 12 – 23 Months | 33.3% (10/20-9/21) | 16.7% (10/21-9/22) | ↑ | 17.1% | ≥ 43.8% |
| P3 Permanency In 12 Months for Children in Care 24 Months or More | 0% (10/20-10/21) | 0% (10/21-9/22) | ↑ | 7.3% | ≥ 37.3% |
| P4 Reentry to Foster Care | 7.7% (10/18-9/19) | 9.1% (10/20-10/21) | ↓ | 15.3% | ≤ 5.6% |
| P5 Placement Stability | 1.17 (10/20-9/21) | 0.50 (10/21-9/22) | ↓ | 1.28 per 1,000 days | ≤ 4.48 per 1,000 days |

Source: California Child Welfare Indicators Project

| Measure | Sacramento Probation Baseline (2021 Q3) | Current Probation Performance (2022 Q3) | Desired Direction | Most Recent State Performance* | National Standard or Goal |
|---|---|---|-------------------|--------------------------------|---------------------------|
| 2F – Timely Visits (Out of Home) | 64.1% (10/20-9/21) | 72.2% (10/21-9/22) | ↑ | 75.1% | ≥ 95.0% |
| 2F – Timely Visits (Out of Home) – In Residence | 84.1% (10/20-9/21) | 67.8% (10/21-9/22) | ↑ | 83.0% | ≥ 50.0% |
| 4B Least Restrictive Placement (Entries First Placement-Relative) | 0% (10/20-9/21) | 0% (10/21-9/22) | ↑ | 8.0% | N/A |
| 4B Least Restrictive Placement (Entries First Placement-Foster Home) | 5.6% (10/20-9/21) | 7.7% (10/21-9/22) | | 6.6% | N/A |
| 4B Least Restrictive Placement (Entries First Placement-Foster Family Agency) | 2.8% (10/20-9/21) | 0% (10/21-9/22) | | 4.7% | N/A |
| 4B Least Restrictive Placement (Entries First Placement - Group/Shelter- | 88.0% (10/20-9/21) | 69.2% (10/21-9/22) | ↓ | 78.0% | N/A |
| 4B Least Restrictive Placement (Entries First Placement – Other) | 8.3% (10/20-9/21) | 23.1% (10/21-9/22) | | 2.6% | 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 national standards as the focus for this 5-Year SIP. As mentioned, the County is performing well in Outcome Measure P5. The County acknowledges the need to increase placement stability and address complex care needs, which involves understanding and responding to the trauma that many youths have experienced. Additional positive support to promote emotional security and consistency is crucial for healing and building trust. Implementing trauma-informed approaches for youth awaiting placement can promote healing and resilience, leading to permanent placement. Please see the Strategy Analysis section on pages 26-36 for further analysis of these measures:

- CW – P1: Permanency in 12 Months (entering foster care)
- CW – P4: Re-entry in 12 months
- CW – P5: Placement Stability

Child Welfare will continue to monitor the aforementioned outcome measures not meeting the national standard. The County will engage stakeholders and develop additional action steps, as needed, to address the performance outcome measures. Stakeholder activities may include:

- Workgroup or subcommittee participation in the child welfare services strategies and action steps
- Participation in structured forums to obtain insight on child welfare services strategy successes and challenges. The meetings will also allow stakeholders to provide feedback or recommendations.
- The distribution of CSA/SIP quarterly newsletters to internal and external partners via email and public posts through the DFCAS-CPS internet/intranet.
- Administration of stakeholder surveys to assess and evaluate stakeholder opinions, satisfaction, and opportunities for suggestions

Based on CSA feedback, Sacramento County child welfare services have opportunities to explore strategies and linkages to impact the prioritized outcome measures. Three initial selected plans were identified to increase performance for outcome data measures P1 and P4 by improving timely reunification, preventing re-entry, and addressing a systemic factor identified in the CSA. The three strategies included:

- the implementation of Family Time Coaching,
- increase staff retention,
- the implementation of Intensive Family Reunification.

With guidance and in partnership with CDSS, Sacramento Child Welfare added one additional strategy to address placement for youth with complex care needs. Due to resource and staffing shortages, the added strategy to address youth with complex care needs, and in conjunction with a shortened CSA/SIP cycle due to the COVID-19 pandemic, Sacramento County child welfare will retain Intensive Family Reunification as an area for exploration but not as a Strategy in this SIP cycle. The three Strategies in this SIP cycle will be focus on implementing Family Time Coaching, staff retention strategies, and placement of youth with complex care needs. Please see the Child Welfare Services Focus Outcome Measures Strategy Analysis Chart below.

SUMMARY OF PROBATION SIP PRIORITIZATIONS

Sacramento County Probation has prioritized the following outcome measure that is performing below California /National Standards as the focus for this 5-Year SIP. Please see the Strategy Analysis section for further analysis of this measure:

- 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 (baseline 33.3%)
- P3 Permanency in 12 Months for Children in Care 24 Months or More (baseline 0%)
- P4 Reentry to Foster Care (baseline 7.7%)
- 2F Timely Visits (Out of Home) (baseline 64.1%)

In the 2021 CSA, P2 from the most recent performance (Q1 2021) was 42.9% whereas the SIP baseline P4 was 7.7% (Q3 2021); therefore, comparative to P1, the discrepancy between Probation's performance and the national standard is minimal for P2 (national standard 43.8%) and P4 (national standard 5.6%) and were not made a priority in the SIP.

It is important to note the number of youth discharged to permanency has remained consistent over the past five years. The population covered by P2 and P3 tends to include probation youth ordered to participate in and complete a Juvenile Sex Offender (JSO) program. The average period to complete a JSO program is between 12 and 18 months, with some cases requiring 24 months. Numbers for youth who achieve permanency in 12 to 23 months have improved over the same period when youth who achieve permanency in less than 12 months have remained about the same. The increase in performance is attributed to our increased inventory of resource families willing to care for youth who have completed JSO treatment. Another possible reason for lower performance in the areas of P2 and P3 (national standard 37.3%) is the youth who struggle in their first year and abscond, have now had time to adjust to life in foster care. As noted in the CSA, approximately 74% of first time probation placements abscond when placed in-state. This high rate increases our length of time to achieve permanency and will be addressed in our strategies for increasing permanency in 12 months. For many youth placed for the first time, there is a mistrust of the environment. A Short Term Residential Therapeutic Program (STRTP) can be overwhelming for a first time youth who may not previously be around other justice involved youth. The Probation Officer will reassure the youth he or she will have the ability to maintain familial connection through phone calls and frequent in-person visits. A trusting relationship between the Probation Officer and youth is important to the youth's success. The monthly face-to-face contacts and Child Family Team meetings will show the youth there are positive and constant adults in their lives.

The percentage of total contacts in 2F (national standard 95%) have decreased significantly since the onset of the Coronavirus pandemic, which greatly impacted Probation's ability to see the youth on their caseload in person. During the pandemic, officers utilized multiple ways to keep in communication with the youth and families they supported, including virtual chats and phone calls. All County Information Notice (ACIN 1-33-20) allowed caseworkers to utilize video chats in lieu of face-to-face contact; however, the UCB California Child Welfare Indicator Project only includes in-person contacts and not video conferences. With the sunset of video conferences, and the shift back to face-to-face contacts, Sacramento County Probation has been utilizing SafeMeasures to ensure monthly face-to-face contacts are being completed. Probation Officers ensure the safety and security of the youth under their

supervision and their presence assists in accomplishing this. Furthermore, face-to-face visits are critical in establishing rapport and supporting youth under our supervision. Probation Placement Officers see their youth face-to-face once a month. This, along with reporting the youth's progress to the Court, is a top priority. Therefore, Probation does not anticipate measure 2F will have ongoing deficiencies when compared to the national standard.

Finally, while there are no national standards for measure 4B, Probation has decreased congregate care placements (96.6% to 69.2% for current performance) and increased non-congregate, home-based care settings since the last 5-year SIP; therefore, Probation will not focus on 4B in this SIP.

Child Welfare and Probation Focus Outcome Measures Strategy Analysis

Outcome Measures: 4-P1 - Permanency in 12 Months and 4-P4 – Re-entry to Foster Care Child Welfare

Strategy 1: Implement Family Time Coaching (FTC) aimed at reunification and re-entry.

Rationale for Strategy Selection:

Sacramento has improved toward the national goal in the P4 (Re-entry in 12 months) measure. Although the Department has demonstrated some improvement in P4, that measure, as well as measure P1, are still below standard. P1 Permanency in 12 months measure shows a downward trend, with the most recent performance showing as 34.3% (October 2020 to September 2021). Sacramento County still needs to meet the national standard of 35.2%. Sacramento County has also seen a decrease in foster care re-entries of 9.9% since October 2016-2017. Through child and family team meetings, CWS has been able to decrease re-entries; the County still needs to meet the national standard of a lower re-entry rate.

Sacramento County Child Welfare is experiencing hiring challenges for the Family Services Worker (FSW) classification. The county plans to pursue a class study to increase wages for the FSW classification to help with current retention and recruitment issues. Initiating the class study is essential and a strategic move to ensure the successful implementation of Family Time Coaching (FTC). The proposed wage adjustments will not only bolster our ability to attract highly qualified professionals but also reinforce our commitment to providing support and care to the vulnerable children and families we serve. Investing in our workforce through competitive compensation is also an investment in the future of our department and the families who rely on our services.

While addressing the hiring challenges and filling FSW vacancies, our county remains committed to the pilot implementation of Family Time Coaching. As planned, we will initiate the pilot by starting with one unit and gradually expanding to two units.. This approach allows us to ensure effective implementation while also accommodating our ongoing efforts to fill FSW vacancies.

Family Time Coaching (FTC) will assist families by:

- Helping parents identify consistently and meet each of their children's needs. The parents will also learn to understand the need driving their children's behaviors. This will decrease the amount of time needed for reunification as the parents will learn how to help their children feel safe in their care.
- Addressing any safety concerns that brought the family to the attention of CPS. This will help create lasting reunification as parents will increase their parenting and communication skills with their children.

Family Time Coaching (FTC) will assist families in quicker reunification and ensure lasting reunification by:

- Supporting parent-child attachment

- Reducing children's trauma from disruption of attachment
- Developing family time coaching plans tailored to the family's needs
- Helping parents identify consistently and meet each of their children's needs

FTC will be delivered by Family Service Workers who supervise parental visits. The coaching is tailored to each family and children's needs while building upon the parent's strengths. The main elements of FTC include:

- Visit plan meeting: The coach ensures the parent takes ownership of their family time
- Pre-visit coaching: The parent is mentally/emotionally prepped for family time and given the chance to rehearse responding to their child's needs
- Coaching during the visit: The coach supports the parent in being responsive to each child's individual needs
- Post-visit debriefing: The coach helps the parent assess how the visit went and provide support regarding feelings that may have emerged during the visit

FTC Coaches will work one-on-one with the parents to improve their ability to consistently identify and meet their children's needs, resulting in faster and lasting reunification. In addition, partnering is a key component of FTC. Partnering involves encouraging communication between the parent and resource parent about the child's needs and regular meetings with the parent/social worker/coach. This approach will also address the CSA identified need of more consistent staff engagement and communication with families.

Outcome Measures affected: 4-P1 and 4-P4.

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

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- Fischer, S., Harris, E., Smith, H., & Polvka, R. (2020). "Family visit coaching: Improvement in parenting skills through coached visitation." *Child and Youth Services Review*, <https://www.visitcoachingcommunity.com/s/fischer-et-al-2020.pdf>
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- Smariga, M (2007). Visitation with Infants and Toddlers in Foster Care: What Judges and Attorneys Need to Know. Policy and Practice Brief for the ABA, retrieved Oct 9, 2021 from [policy_brief2.authcheckdam.pdf \(americanbar.org\)](https://www.americanbar.org/policy_brief2.authcheckdam.pdf)

Action Steps for Implementation: Below are the sequential steps from the planning to the implementation phase of the FTC model.

- (A) First, child welfare services will establish and onboard a team to develop an implementation plan and monitor the Family Time Coaching (FTC) model.
- (B) The FTC team will identify needs for the FTC model, including training, assessment tools, and contracts to successfully implement the pilot.
- (C) The team will identify staffing and external partners to expand support for the FTC model.
- (D) The FTC team will develop a continuous quality improvement (CQI) evaluation methodology mechanism/model to determine the effectiveness of FTC, including but not limited to demographics, removal reason, number of visits, and length of time before reunification. The information will allow data comparison of families not participating in FTC to see how effective FTC is in shortening reunification time and creating lasting reunification. The FTC staff will participate in regular check-ins to identify areas that are going well and areas needing extra support while implementing FTC. The team will identify the strengths and challenges, gather feedback from participants and partners, and review data analysis and trends. UC Davis Northern California Training Academy may provide additional training.
- (E) Train CPS FTC implementation team and Family Services Workers (FSW) participating in the pilot on the FTC model for FSWs to deliver coaching to families.
- (F) Provide FTC overview to resource parents, Foster Family Agencies, attorneys/court, and support staff. Child welfare project the overview for crucial partners to occur in March 2024, following the complete onboarding to the FTC team.
- (G) Child welfare services will then pilot the FTC model to 1 Unit to build upon the above-mentioned established processes to ensure the new program's success. Sacramento County child welfare intends to start small to provide fidelity to the FTC model can be monitored.
- (H) In ensuring fidelity to the model, child welfare will subsequently expand the Pilot FTC model to 2 Units and identify any additional needs for developing FTC. The requirements may include additional staffing and training and expanding external partner collaboration.
- (I) There will be ongoing FTC data analysis to drive decision-making, identify trends, and measure outcomes for the program and FTC families. The CPS Program Administration team and other Program Planners will provide support to develop the initial data collection. Data analysis may include an assessment of the families served in FTC such demographics, removal reason, number of visits, length of time before reunification and gather feedback from the families. The information will allow data comparison of families not participating in FTC to see how effective FTC is in shortening reunification time, creating lasting reunification and mitigate the risk of reentry.
- (J) After carefully assessing the implementation of the FTC model, the team will develop a Family Time Coaching policy and procedure to guide staff on internal processes and provide a standard method for when and how to refer families to FTC. Establish an internal evaluation method to measure the model's success and adjust the process.

Educational and Training Needs:

- Train CPS workforce on Family Time Coaching model
- Train Family Services Workers on the FTC model to deliver coaching to families
- Provide training to resource parents, Foster Family Agencies, attorneys/court and support staff on FTC

Roles of Partners in Achieving Goals:

- Child welfare services Family Time Coaching Planning Team
- Child welfare services Workforce Development Unit and Program Administration Team to facilitate training and data collection/analysis
- Family service workers supervisors to support implementation with their staff
- Family service workers will team with biological parents to determine and help the biological parents meet their children’s needs
- Family service workers will team with the case carrying social workers to share case information and biological parent’s progression or lack of
- Prepare resource parents and biological parents to come together at the table to support each other
- Prepare resource parents to assist with transportation of foster children to their visits and back as needed

Evaluating and Monitoring:

- The FTC team will then develop a continuous quality improvement (CQI) evaluation methodology mechanism/model to determine the effectiveness of FTC, including but not limited to demographics, removal reason, number of visits, and length of time before reunification. The information will allow data comparison of families not participating in FTC to see how effective FTC is in shortening reunification time and creating lasting reunification.
- A continuous quality improvement (CQI) evaluation methodology mechanism/model will be developed to determine the effectiveness of FTC, including but not limited to demographics, removal reason, number of visits, and length of time before reunification. The information will allow data comparison of families not participating in FTC to see how effective FTC is in shortening reunification time and creating lasting reunification.
- Monitor progress utilizing the developed CQI mechanism/model on an ongoing basis. Weekly or biweekly Family Services worker check-ins to discuss what areas of strengths and areas that need support in the FTC implementation. Additional FTC implementation support may be provided by UC Davis Training Center, as needed.

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

- None

Outcome Measures: 4-P1 - Permanency in 12 Months and P4 – Re-entry to Foster Care
Child Welfare Services

Strategy 2: Increase staff retention utilizing Core Practice Model (CPM)

Rationale for Strategy Selection:

There was unanimous agreement in the CSA feedback sessions that the high staff turnover rate impacts permanency (and placement stability, which may in turn impact the ability for children to achieve permanency). Some areas of impact include, but are not limited to:

- Disruption of case plans and service coordination
- High caseloads resulting in staff burnout
- The lack of quality of visitations due to high caseloads
- A decrease or inconsistency in the frequency of visits
- Impartial case knowledge to support case plans during case transfers
- Multiple social workers working with one family, thus requiring the families to retell their situation and relive the trauma.

Sacramento County continues to assess the systemic factors within the agency and understand that there are staffing shortages in multiple economic areas. Child welfare conducts robust recruitment efforts and reaches out to qualified candidates; however, many have expressed interest in telehealth, thus making it challenging to retain staff and recruit new candidates to fill positions, impacting vacancies. Staffing inconsistency also hinders permanency as new social workers may be unable to provide informed recommendations at the court hearing, thus delaying reunification.

DCFAS implemented telework to increase staff retention and attract new candidates. The Department of Personnel Services also created a workgroup to onboard new county staff to ensure a sense of belonging and inclusion before the newly hired or promoted begins work. Furthermore, the CPS division-wide cohort training was streamlined and now includes a peer training component with best practices to delay case assignments until the trainee graduates from cohort training. CPS Programs also conduct team building and morale-boosting activities for staff.

Sacramento County understands that having a consistent social worker for the life of the case will increase progress toward permanency and stability. Positive outcomes and progress toward case plan increases job satisfaction thus creating potential for decreased staff turnover. Child welfare plans to incorporate the Core Practice Model structure for CPS workforce staff retention. Below are action steps geared toward staff retention.

Outcome Measures affected: 4-P1 and 4-P4.

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

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- *Learning, leading, changing - NCWWI* (no date). Available at: https://ncwwi.org/files/--Documents/Child_Welfare_CAN_Address_Burnout.pdf
- Murmaduke, J. (2017). "Larimer caseworker crisis slows child welfare work." <https://www.coloradoan.com/story/news/2017/03/09/larimer-caseworker-crisis-slows-child-welfare-work/98662840/>
- National Child Welfare Workforce Institute. (2020). "Critical Workforce Needs." <https://ncwwi.org/index.php/resourcemenue/resource-library/change-implementation/workforce-development-planning/1597-critical-workforce-needs-2020/file>
- Sedivy, J. A., Rienks, S., Leake, R., & He, A. S. (2020). Expanding our understanding of the role of peer support in child welfare workforce retention. *Journal of Public Child Welfare*, 14(1), 80-100. <https://ncwwi-dms.org/resourcemenue/resource-library/retention/turnover/1592-peer-support-and-workforce-retention/file>
- *Supporting transition to work as a child welfare retention strategy* (no date) *Workforce Development Month*. Available at: <https://ncwwi-dms.org/resourcemenue/resource-library/education-professional-development/1628-supporting-transition-to-work-as-a-child-welfare-retention-strategy/file>
- Trujillo, K. C., Bruce, L., de Guzman, A., Wilcox, C., Melnyk, A., & Clark, K. (2020). Preparing the child welfare workforce: Organizational commitment, identity, and desire to stay. *Child Abuse & Neglect*, 110, 104539. <https://doi.org/10.1016/j.chiabu.2020.104539>
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Action Steps: Below are the sequential steps from the planning to the implementation phase of the increasing staff retention.

- (A) Sacramento County plans Continuously engage and elicit staff voice by conducting stay and exit surveys to identify recruitment and retention strategies; inquire and identify any additional areas to increase staff retention
- (B) Following the stay and exit survey, the data team in CPS Program Administration and Executive Leadership team will explore and analyze staffing data to identify exit trends and intervention; inquire and identify any additional areas to increase staff retention
- (C) As an ongoing effort, the CPS Executive Management team will discuss retention and issue and brainstorm ideas and advocate for staff via stay/exit survey feedback during the Executive Management team meetings.
- (D) CPS will also enhance the Peer Training Program to support new staff in learning and job readiness and promote connections with peers. Implement a peer training program at an earlier stage of new employment, create and utilize a User Manual to clearly outline expectations, and have peer trainers available to train on most current practices, as needed.
- (E) Moreover, the Executive Leadership Team will enhance leadership engagement and facilitate dialogue with staff via meet and greet sessions
- (F) In addition to executive leadership engagement, the agency will be positioned to collaborate and conduct ongoing Bureau/Joint Supervisor/Unit meetings in all CPS Programs for constant communication sharing with staff, continuous learning, and the ability for the team to connect and engage with each other and leadership, while raising any concerns.
- (G) Lastly, child welfare services will monitor, measure progress, and model accountability to adjust as needed, to increase staff retention. Identify appropriate data points to measure success, monitor progress, and provide support to sustain the adjustments made for the Action Steps. The county may utilize workgroups or subcommittees to continue analyzing implementation, process, and improvement efforts.

Roles of other Partners in Achieving this Strategy:

- Child welfare services:
 - Executive Leadership Team facilitate or participate in informal, in-person sessions to allow all staff the opportunity to engage with leadership
 - Executive Management Team will work collectively to discuss, explore, and recommend staff recruitment and retention strategies at the department or program-specific level and implement strategies within their programs
- Workforce Development Unit to provide ongoing wide range of training resources, may conduct annual stay surveys to identify staff's professional and personal values to reduce turnover
- Program Administration Team to analyze staffing data and outcomes
- Supervisors participate in supervisor cohort training to enable them to become more effective in their role, which may support staff retention and implement efforts within their units
- Human Services Program Specialists to support retention efforts
- Local education institutes with whom Sacramento County partners to provide outreach, recruitment, and employment opportunities for graduating students
- Department of Personnel Services (DPS) implement onboarding at the county level and focus on retention and development strategies. DPS convened a workgroup for onboarding new county staff with the objective of ensuring new staff have a sense of belonging and inclusion before the newly hired or newly promoted staff begins work, effectively communicate onboarding program

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| goals and rollout to stakeholders, and support new employees to feel a sense of control of their career goals and aspirations. |
| Education/Training Needs to Achieve this Strategy: <ul style="list-style-type: none"> • Develop training curriculum for the Peer Training Program |
| Evaluating and Monitoring: <ul style="list-style-type: none"> • Identify appropriate data points to measure success • Monitor outcome measure for progress • Utilize workgroups or workgroup subcommittees to continue to analyze implementation, process, and improvement efforts • Monitor progress and provide support to sustain the adjustments made for the Action Steps |
| Technical Assistance Anticipated: (from NRC, Western Pacific Implementation Center, Quality Improvement Centers) <ul style="list-style-type: none"> • None |
| Technical Assistance Anticipated: (from NRC, Western Pacific Implementation Center, Quality Improvement Centers) <ul style="list-style-type: none"> • None |

Outcome Measures: 4 - P5 – Placement Stability

Strategy 3: Placement of complex needs youth using trauma informed Welcome Center Homes

Rationale for Strategy Selection:

Placement stability and permanency are key goals for children in foster care. Although Sacramento County meets and exceeds the CFSR 4 outcome measure for P5 Placement Stability with the current performance rate of 3.74, compared to the national standard of 3.79 or lower, the County is addressing placement issues for youth with complex needs. Often, youth with complex needs are a small subset of the overall youth in placement and are between 13 and 17 years old and have been in multiple placement settings. Contributing factors for hard-to-place youth are trauma-related behaviors such as substance abuse, absconding from placement, refusal to attend school, and sexual exploitation. Many of these youth also struggle with mental health needs, which may exacerbate their behaviors. Like many local and national jurisdictions, there is a challenge with insufficient Short-Term Residential Therapeutic Programs (STRTP), specifically in Sacramento. There is also an ongoing shortage of resource homes willing to care for youth with these complex needs. Therefore, Sacramento County developed additional opportunities to care for these youth through the Welcome Center Homes, while building capacity with partners to expand services and placements for youth with complex needs. The Welcome Center Homes serve as a temporary placement while child welfare services staff connect the youth to services and find an appropriate placement.

The partnership between CDSS, Sacramento County Child Welfare, and community-based partners is a testament to the shared commitment toward improvement, innovation, and well-being for youth with complex needs. The partnership has achieved remarkable outcomes, fostering understanding and flexibility to accommodate new opportunities and challenges with the Welcome Center Homes. The collaboration has established open channels for transparent communications and efforts to adapt to changing circumstances and ensure effective coordination and resource allocation.

Through combined endeavors, the Welcome Center Homes can offer a home-based, family-like placement with continuous supervision and support for the youth at the homes. Within 48 to 72 hours of a youth's entry into one of the Welcome Center Homes, a Child Family Team (CFT) meeting is scheduled. The youth are evaluated and referred to Behavioral Health for mental health services. Efforts to locate appropriate youth placement and family finding start immediately.

Children and youth placed at the Welcome Center Homes are provided a structured support schedule. Partners such as the Sacramento County Office of Education (SCOE) enroll and encourage youth to attend school. Youth in the homes are also immediately referred to intensive wraparound support services, Therapeutic Behavioral Services (TBS), and community-based supports. Additional partners such as The Source, Capital Stars, Weave, and the Substance Use Prevention Team engage youth and facilitate groups in the homes. Sacramento County Child Development Specialists supervise and maintain the houses, providing food and laundry services. Engagement Social Workers (ESW) provide robust family finding and engagement practice, assessing family and Non-Related Extended Family Members. ESWs engage youth by building rapport through activities connecting to develop a supportive relationship to encourage the youth to go to placement. Additional

conversations include encouraging the children and youth to abide by the house rules, attend school, and adhere to the schedule.

The Welcome Center Homes staff includes volunteer Social Workers, Child Development Specialists, and Family Service Workers. Twenty-seven (27) social workers have recently been offered permanent positions as Engagement Social Workers to work at the homes to provide support and engagement for youth awaiting more appropriate placements.

The Centralized Placement Support Unit (CPSU) provides additional assessment of any relatives or Non-Related Extended Family Members (NREFMs) for potential placement. Case-carrying staff also explore the option for youth to visit a relative or NREFM. Simultaneously, continuous placement efforts are made to prevent extended youth stay at the Welcome Center Homes. Overstay reports are provided to CDSS for youth who remain at the Welcome Center Homes beyond ten (10) days.

Case-carrying staff collaborate with CPSU to locate alternative and least restrictive placements for youth who come to the Welcome Center Homes. Foster Family Agency, County Resource Homes, and STRTPs are stakeholders in finding placement for youth.

Sacramento County closely tracks youth who enter the Welcome Center Homes. Daily staffing with the case-carrying staff, CPSU team, and management team occurs to track progress in moving youth from the homes to licensed settings. Daily reporting to CDSS and CCL occurs regarding youth at the Welcome Center Homes. Daily reports are distributed to the Executive Management Team and the case-carrying staff.

CDSS provides additional support to Sacramento County child welfare by arranging and facilitating technical assistance (TA) calls. The TA calls consist of multiple CDSS, CWDA, and child welfare program staff in attendance to discuss suggestions for moving youth toward placement. Furthermore, CDSS and CCL meet with the child welfare Division Manager and Deputy Director approximately every six (6) weeks to check in on how the homes and licensure process is proceeding, offering to answer any questions and determine areas needing additional support. Sacramento County is also working with CCL to license the Welcome Center Homes while attempting to work with stakeholders to apply for home licenses. The license program statement was submitted to Community Care Licensing on June 30, 2023, outlining the plan for a Temporary Shelter Care Facility (TSCF) Program for the Welcome Center Homes. Training regarding the programming of the homes will take place when the new social workers start. Some training needs will include an overview of the population served, services, activities, resources, facility procedures and policies, reporting requirements as mandated reporters, roles of each staff member, discipline, procedures, incentive program, emergency interventions, including de-escalation disaster response, cultural competence, and best practices for providing adequate care to LGBTQ youth, and cardiopulmonary resuscitation (CPR) and First Aid. CCL provides support and guidance through the licensure process and feedback on program statement submissions.

The collaboration between the State, County, and community partners has been the cornerstone of the efforts to achieve shared goals and drive a positive impact on the children and youth in the Sacramento County child welfare system. Sacramento County Child Welfare looks forward to fostering continued collaboration and partnership to achieve trauma-informed support for youth awaiting more suitable placement.

Outcome Measures affected: 4-P5: Placement Stability.

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

- Beyond Safety and Permanency: Promoting Social and Emotional Well-Being for Youth in Treatment Foster Care (FFTA January 2013)
http://ffta.org/publicpolicy_advocacy/Beyond_Safety_and_Permanency.pdf.
- Boyd, L. Therapeutic Foster Care: Expectational Care for Complex, Trauma-Impacted Youth in Foster Care. Foster Family-based Treatment Association. (2013).

Action Steps for Implementation: Below are the sequential steps from the planning to the implementation phase of placement of complex need youth.

- (A) Child welfare services will research best practices, establish, and develop implementation for family friendly environments for youth awaiting placement.
- (B) The Welcome Center Home management team will identify needs for the Welcome Center Homes (WCH), including training and contracts to successfully implement trauma informed temporary placements to address youth needs.
- (C) The team will identify and train staff and external partners to deliver support for children placed into protective custody and secure new placements for children experiencing a placement disruption. To expand support for the Welcome Center Homes DCFAS staff and partners will be present at the Welcome Center Homes 24-hours a day, including weekends.
- (D) The team will develop a continuous quality improvement (CQI) evaluation methodology mechanism/model to determine the effectiveness of the WCHs, including but not limited to monitoring length of youth stay, connecting youth with support services, and adjusting for improvement efforts. Daily reporting to CDSS and CCL on youth placement efforts.
- (E) Provide information to CPS staff and partners to support youth who enter the Welcome Center Homes.
- (F) The WCH team developed WCH policy and procedure to guide staff on internal processes and provide a standard method of Temporary Shelter Care Facility (TSCF) Program for the WCH. Child welfare services is working closely with the Community Care Licensing Division to finalize the program narrative.

Educational and Training Needs:

- Train CPS workforce on the Welcome Center Home process
- Train Welcome Center Home staff and partners to provide trauma informed services for youth at the homes
- Provide training to law enforcement partners when initiating WCH placement

Roles of Partners in Achieving Goals:

- Child welfare services Welcome Center Homes Planning Team
- Child welfare services Workforce Development Unit and Program Administration Team to facilitate training and data collection/analysis
- Family service workers supervisors to support implementation with their staff
- Engagement social workers will team with the case carrying social workers to provide support for youth awaiting placement.

Evaluating and Monitoring:

- The team will develop a continuous quality improvement (CQI) evaluation methodology mechanism/model to determine the effectiveness of the WCHs, including but not limited to monitoring length of youth stay, connecting youth with support services, and adjusting for improvement efforts.
- Monitor progress utilizing the developed CQI mechanism/model on an ongoing basis. Daily staffing to discuss youth specific case, address support services and referrals, and assess placement options. Additional WCH implementation support may be provided by the State, as needed.

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

- The California Department of Social Services, as needed

**Outcome Measure: 4- P1 Permanency in 12 months
Probation**

Strategy 1: Develop an intensive Family Finding efforts process to increase family and/or non-related extended family member (NREFM) placements or build lifelong connections to decrease the frequency of absconded youth. The focus will then be on building an intensive Family Finding model.

Rationale for Strategy Selection:

In Q3 2021, 4 of 34 (11.4%) youth were discharged into permanency within 12 months of entering foster care. (Data Source: CWS/CMS 2021 Quarter 3 Extract/ UC Berkley). Probation is currently below the National Standard by 23.8%.

Probation youth often have complex needs and face barriers in achieving permanency. These barriers include criminal behavior and criminogenic needs, victims of their crimes living in the home, gang involvement, runaway histories, substance abuse, lack of parental support, developmental and intellectual disabilities, and mental health issues. In an effort to address these needs, Probation refers youth to Reentry Development for Youth (R.E.D.Y GO!) and Wraparound services, as well as community-based organizations for assessments and services. Probation also utilizes partner agencies, such as Behavioral Health and Alta Regional, to support youth with complex needs. Finally, probation utilizes the Interagency Placement Committee (IPC) and CDSS Technical Assistance calls to support youth with complex needs.

The chart below shows data for P1 as compared to California Counties similar in size to Sacramento County.

Measure: Permanency in 12 Months for Children Entering Care

| County | 2019 Q3 | 2020 Q3 | 2021 Q3 |
|-----------------------|---------|---------|---------|
| Alameda | 8.4% | 7.1% | 3.5% |
| Contra Costa | 11.5% | 0% | 0% |
| Orange | 10.3% | 5.9% | 16.7% |
| Riverside | 26.0% | 24.0% | 19.4% |
| San Bernardino | 34.4% | 37.9% | 26.7% |
| San Diego | 16.9% | 39.2% | 50.0% |
| Santa Clara | 0% | 15.0% | 12.5% |

Source: California Child Welfare Indicators Project

Probation plans to increase permanency in less than 12 months by developing an intensive Family Finding efforts process to increase family and/or non-related extended family member (NREFM) placements or build lifelong connections to decrease the frequency of absconded youth. The focus will then be on building an intensive Family Finding model. Probation will work with the University of California Davis Center for Excellence to develop an intensive Family Finding efforts process. The Center for Excellence will offer culturally appropriate training and technical assistance to enhance practices, policies, and efforts for family finding, support, and engagement.

Using a contract with Seneca Family of Agencies, the Juvenile Court and Probation will ensure intensive family finding is conducted at the onset of a case. In addition, Probation Officers have access to LexisNexis, a family finding resource that can be utilized during the investigative process. If a family member can be located, there is a greater opportunity for the success of an initial relative placement as well as permanency. Family finding efforts will be expanded throughout the life of a case, including when a youth is in Extended Foster Care, with efforts to connect the youth to relatives and non-related extended family members for support and to establish permanent connections.

As previously mentioned, the CSA indicated Probation has a high percentage of youth at first time placements who abscond at an in-state program (74%), which increases the length of time to achieve permanency. As indicated in the CSA, stakeholders had concern with the lack of family participation, constant changes in mandates, lack of communication from program therapists, minimal “buy-in” by the youth to complete a structured program, and frequent changes of probation officer. Lack of family participation often results in the inability to reunify because the home is not stable or lacks resources to support the youth in returning home. Constant changes in mandates and lack of communication from program therapists creates confusion, frustration, and mistrust, all of which contribute to increased levels of absconds and lack of youth and family participation. Minimal “buy-in” by youth impacts permanency because it increases the likelihood of absconding, which increases the amount of time the youth is not receiving support and services and delays permanency. Finally, frequent changes of probation officer impacts permanency because rapport and trust between the youth and probation officer is negatively impacted. All of these factors may contribute to the high rate of youth who abscond from first time placements.

Child and Family Team (CFT) Meetings are an opportunity to build rapport between the youth, family, probation officer, and remaining support team. Probation will continue to build competency by providing training to Placement officers in CFT facilitation, with a strength-based focus on permanency. By increasing the frequency of CFT’s, especially for CFT’s intended to stabilize and preserve placement, as well as disseminating action steps following the CFT, youth will be empowered and youth and family voice will be prioritized. Action steps will be utilized to summarize what was discussed and assign tasks or goals as necessary, which will increase family participation and communication between all parties. Probation will also implement a post-CFT satisfaction survey in which participants can provide feedback on the CFT and procedural/operational changes occur in “real time.” Finally, in an effort to increase “buy-in” from the youth and address concerns with frequent probation officer changes, probation will ensure “warm hand-offs” occur prior to a change in probation officer. When possible, the outgoing and incoming probation officer will meet with the youth in-person prior to the transition and/or during a CFT to discuss the transition; and pertinent case information will be shared to ensure continuity of care. Probation hopes to decrease the frequency of abscond youth by implementing the above action steps.

Adverse Childhood Experiences (ACEs) are traumatic events such as abuse, neglect, or household dysfunction occurring in childhood before age 18. These adversities increase physical, mental and behavior problems later in life and impact individuals, families, generations, and communities. Probation officers are trained to recognize ACEs, apply safe and supportive trauma-informed practices, and foster resilience in families, neighborhoods, communities, and the juvenile justice system. Placement officers will utilize trauma-informed care to build rapport and supervise youth to reduce absconds and re-engage youth in services. If the length of time a youth absconds is shortened and services re-engaged, the permanency timeline will be expedited and the frequency of abscond youth decrease.

Finally, Probation will send staff assigned to Placement Services to continuous quality improvement (CQI) training, after which probation will develop a CQI tool to evaluate and monitor progress toward achieving an increase in permanency in 12 months. The CQI tool will evaluate data and ongoing stakeholder feedback. This will assist in determining whether the strategy and action steps selected are successful in achieving increased permanency in 12 months and, if not, what the data trends or feedback suggests may be more successful. Since the CSA was developed before the implementation of the Qualified Individual Assessment (QI), which is part of the Family First Prevention Services Act (FFPSA) Part IV, Probation looks forward to determining the impact the QI has on the rate of absconds for first time placements.

While Probation will focus on the above strategy for this SIP cycle, Probation also intends to address the following as support to the above strategy:

The continued training of Probation Officers is vital to achieving success in permanency. All Probation Officers assigned to Placement are required to complete a standardized core-training program consistent with Welfare and Institutions Code Section 16206 within 12 months of date of assignment. In addition, Placement officers face challenges in ever-changing mandates, All County Letters, and legislative changes; therefore, an annual training focusing on permanency including adoption, legal guardianship, reunification and Another Planned Permanent Living Arrangement (APPLA) will occur. This training will re-enforce the importance of achieving permanency in less than a 12-month period. Since the last 5-year SIP, Probation implemented Universal Trauma Informed Care training, which acknowledges that, more often than not, youth in the juvenile justice system have experienced some form of trauma, which can affect their behavior. This course addresses three main learning objectives: What is Trauma, Why Does Trauma Matter and What Can We Do. Understanding the consequences from trauma provides insight so assistance and interventions are tailored to the youth and family, which in turn will help increase permanency.

The Probation Placement Policy and Procedure guidelines require revisions and additions. Guidelines will be developed to ensure all mandates are met with a goal of permanency in 12 months. A clear Policy and Procedure will allow staff to reinforce permanency guidelines necessary to assist youth. Two areas of priority will be intensive family finding guidelines, which should assist in increasing permanency, and aftercare services, which may support permanency plans. Aftercare will include the use of Re-Entry Development for Youth (R.E.D.Y. GO!) and Wraparound (Wrap) services. All youth and Non-Minor Dependents are referred to Wrap for continued, intense support in the community. Youth who are reunifying with their legal guardian will go through R.E.D.Y. GO! to make certain services are in place for a seamless return to the community.

R.E.D.Y. GO! is a collaboration of education, mental health, probation and other stakeholders to put in place services before the youth returns to the home from a Short Term Residential Therapeutic Program (STRTP).

While the CDSS Community Care Licensing only requires STRTP audits within the state of California every five years, Probation developed standards to protect youth and insulate the County from liability. A placement officer conducts annual audits using high standards to ensure youth are safe and living in an environment conducive to change that provides therapeutic, academic, and recreational services consistent with case plans and the structure and supervision levels are appropriate. This model is also used to review new programs seeking referrals from Probation, when an allegation against an STRTP is made (including by a youth), or when incidents involving youth occur. This officer also trains new Placement staff. Annual audits and meetings with providers will continue because it ensures compliance with state and local mandates and assists youth in achieving permanency. Data is collected on a bi-annual basis including number of child abuse reports, restraints, assaults, and law enforcement contacts, where minors are discharged to, and school information. This information is vital to placing a minor appropriately and safely. A Supervising Probation Officer and Senior Deputy Probation Officers attend monthly provider meetings to discuss issues and concerns of programs utilized. This collaboration provides an open forum to talk about pending complaints and changes in home and treatment structure. This progressive approach to audits and STRTP monitoring is another tool to assist Probation in increasing permanency.

Probation Officers identify a permanency plan and concurrent plan should the original plan not be successful. Lack of parental support plays an integral role in delaying permanency. If parents are not participating in therapy, or fail to take an active role in the youth's treatment, the permanency of the youth is greatly affected. Probation Officers will be in constant communication with their Supervising Probation Officer (SPO), program staff, and parent/guardian/caregiver to ensure the permanency plan is viable. The officer will review this permanency plan every month during face-to-face visitation with the youth and parent/guardian/caregiver. The officer and SPO will discuss case details, along with the permanency and concurrent plans, on a regular basis. In the event management insight is warranted, the Assistant Chief Deputy and/or Chief Deputy of Juvenile Field may also participate in a case staffing.

Stakeholder feedback in the CSA indicated Probation has a lack of suitable and structured Resource Families, which makes it challenging for youth to transition into home-based care and, ultimately, into permanency, because they are not exposed to healthy and supportive home environments. To support the strategy, Probation will increase efforts to recruit potential resource families through community partnerships, marketing, and opportunities to educate the community about the role of resource parents to a probation foster youth. Currently, the Department of Child, Family and Adult Services (DCFAS) is responsible for approving Resource Family homes for Probation. However, many Probation youth are placed in Resource Family homes as an emergency placement and DCFAS is not able to vet the homes and applicant prior to emergency placement. To ensure safety, Probation will conduct its own background on potential resource family applicants, including Live Scan, as well as a home inspection. Probation will also support potential Resource Families through the application process and assist with removing barriers to approval. Finally, the continued collaboration with Foster Family Agencies and the DCFAS will ensure youth are placed appropriately. Efforts toward family finding and resource family recruitment and retention support our goal of increasing permanency in 12 months.

Finally, Extended Foster Care (EFC) eligibility and the individualized needs of youth continue to impact timely reunification in P1. Many juvenile justice-involved youth entering into foster care are older teens and often are highly deficient in educational credits. This population of youth frequently elect to stay in residential treatment rather than pursue timely reunification in a calculated and planned manner in order to achieve their educational goals and/or benefit from EFC Services. This population of older youth would benefit from EFC Services pursuant to AB-12 if they remained in care until their 18th birthday as opposed to reunifying with their parents or guardians. After meeting eligibility requirements as a Non Minor Dependent (NMD), the young person may elect to reside with their parents under a Supervised Independent Living Program (SILP) for EFC eligibility. These youth, while they return to the family home, are not considered as reunified or achieving permanence for the purposes of the calculated data. In an effort to capture the impact EFC has on permanency, Probation will collect data relative to number of youth transitioning to EFC.

Action Steps for Implementation:

- (A) Probation will work with the UC Davis Center for Excellence to develop an intensive Family Finding efforts process. The Center for Excellence will offer culturally appropriate training and technical assistance to enhance practices, policies, and efforts for family finding, support, and engagement.
- (B) The Seneca contract and internal resources to conduct intensive Family Finding will be used throughout the life of the case. If a family member can be located for support and permanent connection, there is a greater opportunity for placement success and achievement of permanency.
- (C) Placement officers will receive training in CFT facilitation, with a strength-based focus on permanency.
- (D) Increase in the frequency of CFT's, especially for CFT's intended to stabilize and preserve placement, will be encouraged. This will empower youth voice, increase communication between all parties, and support the youth and family in successful reunification. It will also assist in decreasing absconds.
- (E) Action steps will be disseminated to CFT members following a CFT to summarize what was discussed and assign tasks or goals as necessary. This will increase family participation, provide transparency and clear communication to all parties, and empower the youth with the goal of getting the youth to "buy-in" to the process.
- (F) A post-CFT satisfaction survey following each CFT in which Probation participates will be implemented. This will ensure probation receives feedback in a timely manner, in an effort to implement any necessary changes to improve permanency in "real time."
- (G) A "warm hand-off" will occur prior to a change in probation officer. This will decrease the concern in the frequency of changes in probation officer, which will help establish trust and rapport between youth and officer.
- (H) Placement officers will utilize trauma-informed care to build rapport and supervise youth to reduce absconds and re-engage youth in services.
- (I) Placement officers will receive continuous quality improvement (CQI) training, after which probation will develop a CQI tool to evaluate and monitor progress toward achieving an increase in permanency in 12 months. The CQI tool will evaluate data and ongoing stakeholder feedback. This will assist in determining whether the strategy and action steps selected are successful in achieving increased permanency in 12 months and, if not, what the data trends or feedback suggests may be more successful.

Systemic Changes needed to support improvement goal:

- Probation will conduct annual audits with STRTP providers using high standards to ensure youth are safe and living in an environment conducive to change that provide therapeutic, academic, and recreational services consistent with case plans, and the structure and supervision levels are appropriate.
- Regular case staffing and intense reviews of cases nearing the 9-month mark after entry into foster care will occur. Probation Officers will be in constant communication with their Supervising Probation Officer (SPO), program staff, and parent/guardian/caregiver to ensure the permanency plan is viable. The officer will review this permanency plan every month during face-to-face visitation with the youth and parent/guardian/caregiver. The officer and SPO will discuss case details, along with the permanency and concurrent plans, on a regular basis. In the event management insight is warranted, the Assistant Chief Deputy and/or Chief Deputy of Juvenile Field may also participate in a case staffing.
- Probation will share resources and collaborate with Foster Family Agencies and the Department of Child, Family and Adult Services regarding the Resource Family Approval process via telephone, electronic mail, and virtual/in-person meetings.

Roles of Partners in Achieving Goals:

- Probation will share resources and collaborate with Foster Family Agencies and the Department of Child, Family and Adult Services regarding the Resource Family Approval process and available resource family homes via telephone, electronic mail, and virtual/in-person meetings.
- Seneca will continue to fulfill contractual obligations by providing Probation with electronic correspondence containing a family connections summary, which includes information regarding 1st, 2nd and 3rd degree relatives and associates of a youth.
- Partners determined to be a natural or community support person to a youth should actively participate in CFT's, in-person or virtually, to identify the strengths and needs of the youth; CFT participants should also assist in developing and supporting action steps during and after the CFT and provide feedback by returning the post-CFT satisfaction survey to probation.

Research/Literature that Supports Strategy Selection:

- In child welfare practice, families are recognized as experts in determining what is best for themselves and their children. A family engagement approach to casework involves supporting families in developing solutions to their unique challenges. Using this strengths-based approach, caseworkers work to create a safe space and build trust with a family network, then empower and encourage them to partner with caseworkers in developing plans and goals to ensure child safety and, in turn, improve outcomes for children and families. Prioritizing family voice in decision-making and planning processes enhances the fit between family needs and services and increases the likelihood that families will access services that will result in case plan completion.

Source: https://www.childwelfare.gov/pubpdfs/f_fam_engagement.pdf

Education and Training Needs:

- Training of Placement officers regarding Placement mandates and policy/procedure.
- Training of Juvenile Court and Placement officers on family finding.
- Annual training to Placement officers concerning permanency, outcome measures, and risk factors of runaways and foster youth.
- Collaborate with the Re-Entry unit in Juvenile Field concerning the referral process and benefits of Re-Entry for continued success in the community.

- Educate the community and stakeholders on the factors involved in supporting a probation youth in a Resource Family, as well as the importance of the Resource Family in achieving permanency.
- Placement officers will receive continuous quality improvement (CQI) training.

Evaluating and Monitoring

- Probation will develop a continuous quality improvement (CQI) tool to evaluate and monitor progress toward achieving an increase in permanency in 12 months. The CQI tool will evaluate data and ongoing stakeholder feedback. This will assist in determining whether the strategy and action steps selected are successful in achieving increased permanency in 12 months and, if not, what the data trends or feedback suggests may be more successful.

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:

- **CAPIT/CBCAP Services** - 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).
- **PSSF Funded - Family Support Services** – The Birth and Beyond (BandB) Family Resource Centers (FRCs) focus on primary prevention to early intervention continuum of services. The FRCs provide comprehensive support to empower families with knowledge and growth and development skills. The 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
- **PSSF Funded - Adoption Promotion and Support** - Sacramento County child welfare services will contract with community-based organizations to provide case management through enhanced pre- and post-adoption family engagement and child-specific recruitment. Support efforts may include securing adoptive and legal guardianship homes for children in long-term foster care with

one or more barriers to permanency. Contractor services may include but are not limited to case management, child-specific recruitment, assistance, matching, and family disclosures. Contractors will assist with the pre-placement visit logistics and support families and caregivers to ensure smooth transitions for youth into adoptive and legal guardianship homes. Contractors will increase permanency outcomes for hard-to-place children and youth. Contractor will provide post-adoption support services, including support groups. Sacramento County CPS is releasing a competitive bid to take into effect on or around July 1, 2023.

- **PSSF Funded - Family Preservation Services** Alcohol and Other Drug/substance abuse 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. STARS is part of one of two-Family Treatment Courts, the Dependency Family Treatment Court (DFTC) and the Early Intervention Family Treatment Court (EIFTC). The STARS Recovery Specialists help parents complete the Substance Use Disorder (SUD) treatment requirements in the Child Welfare Case Plan. These requirements may include entering and completing an SUD treatment program, alcohol and drug testing, and attending support group meetings. Participation in the program ranges from six to twelve months. Depending on the client's progress in treatment, the Recovery Specialists meet with clients 1-2 times per week in person and drug test clients. The Recovery Specialists are present with the clients during their Court appearances at DFTC and EIFTC to provide updates to the Court and support and celebrate the client through this process.
- **PSSF Funded - Time Limited Family Reunification** - Short Term Counseling/Behavioral/Mental Health 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/behavioral/mental health 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. Group counseling includes twelve 90-minute sessions. The psycho-educational groups are trauma focused on addressing child abuse and neglect, general counseling, domestic violence, anger management, and sexual abuse. The type of service modality is determined through an assessment by the case-carrying social worker in collaboration with the parents/caregivers. The assessment examines the family's needs, reasons for CPS intervention, and cultural and language considerations to ensure 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. 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

Steering committees and workgroups of Child Welfare and Probation representatives include deputy directors, division managers/chiefs, fiscal program staff, and continuous quality improvement managers convened to target specific programmatic areas:

- Safety Organized Practice
- Family finding and kinship support regarding services, referral process, and data collection
- Review data relevant to crucial outcomes under the Waiver

Title IV-E was a demonstration project. Sacramento County CPS used the demonstration funding to increase and expand effective partnerships and strategies already in place. The project (and associated funding) sunset in 2019. When the demonstration ended, CPS continued providing the same level of service. A critical component remains the commitment to Safety Organized Practice and the Core Practice Model. CPS continues to receive SOP coaching at the leadership (management & supervisor) level, continues implementation plans for CPM (cascading from upper management to middle management, to supervisors and staff), and continues to partner strongly with Birth & Beyond Family Resource Centers (FRC).

Safety Organized Practice (SOP)

Safety Organized Practice (SOP) improves outcomes for children and families by strengthening critical thinking, building safety networks, promoting collaborative planning and teaming, and creating well-informed goals and clear, behaviorally based case and safety plans. SOP practices in Sacramento County continue to be emphasized through ongoing training and coaching of social workers, supervisors, and managers.

In March 2021, the Safety Organized Practice Integration Team (SOP-IT) merged with the Core Practice Model Foundational Practice Team (FPT) to implement Core Practice Model (CPM) throughout CPS. The focus of the FPT is to be a conduit for ongoing communication and guide the work to ensure SOP-CPM practices are implemented at all levels of the agency. The FPT is currently engaged in phase 2—Leadership Readiness: FPT and Managers engagement of supervisors and program specialists in CPM-SOP overview

and exploration of application (Skill Enhancement Workshops [SEW] 1-5). The first SEW delivered to supervisors and program specialists began in January-February 2022.

CPM-SOP integration is a continued focus to enhance practices throughout the agency. There is a continued need to identify training to improve SOP practices throughout the agency. In addition, SOP tools, such as “the three questions,” continue to be consistently incorporated into meeting frameworks across the Division and integrated into documents, forms, and court reports. Additionally, Sacramento County remains dedicated to seeking ways to continually review and evaluate the use of SOP across the agency.

Extended Foster Care (EFC)

Sacramento County Extended Foster Care/Independent Living (EFC/ILP) Program provides ILP services and ongoing case management to youth ages 18-21. Several outcome measures for youth exiting foster care at age 18 or older that indicate program success includes housing, employment, education, and permanent connections. Efforts are made to assist young adults with each measured area and address the challenges for youth, including adjusting to living through a pandemic. Sacramento County will continue to work closely with collaborative partners to enhance existing services to:

- Expand the number of open beds used to help young adults maintain housing
- Offer informational classes on education planning and independent living skills to students in middle school
- Continue the summer immersion program, support throughout the academic year through monthly Saturday Academies, education advocacy, and caregiver workshops
- Provide Independent Life Skills (ILS) classes/workshops on basic life skills and assist the youth in setting and obtaining realistic goals for their future
- Offer job readiness programs and employer presentation opportunities for foster youth
- Ensure youth exit care with permanent connections
- Continue the Youth Advisory Collaborative to address EFP/ILP barriers and resources
- Utilize the Transitional Housing Placement Program (THPP)-NMD, Supervised Independent Living Placements (SILP)

Expansion of Prevention Services/Title IV-E Prevention Initiative

The IV-E Prevention Initiative is a contract between DCFAS/CPS and Sacramento County Child Abuse Prevention Center (CAPC) to expand prevention services for families with youth ages five and older. These services include parent education workshops, crisis intervention, social/emotional support and learning, and intensive home visitation services. These services are voluntary child abuse prevention and early intervention services utilizing the Birth & Beyond Family Resource Centers (FRC). CAPC provides child abuse prevention through nine Birth & Beyond FRC community-based organizations established throughout Sacramento County with a high occurrence of child abuse and neglect. Data analysis and community feedback from the Stakeholder meetings have cited the effectiveness of the Birth & Beyond programs and the need for expansion into areas where these services do not currently exist.

By expanding services, the goal will be to decrease entries and reentries into CPS and increase a safe environment for children.

CPS and the Birth & Beyond sites continue to track and share data to monitor the progress. 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 focuses on identifying relatives or nonrelated extended family members when a child must be placed in out-of-home care. Sacramento County CPS partners with two agencies to provide family finding and kinship support: Lilliput a Part of Wayfinder Family Services and Stanford Sierra Youth & Families. The agencies seek out and engage as many relatives as possible to keep children and youth connected to their families and ultimately place them into kin homes when possible. Services can include family finding, engagement in the process, and supportive services. In addition to the specific outcomes, the partners participate in the Permanency Case Reviews to look for ways to create permanency for those youth reviewed.

Resource Family Approval (RFA)

In 2017, the State mandated counties to move from Foster Home Licensing to Resource Family Approval (RFA). With the implementation of RFA, Foster Home Licensing (FHL) homes could convert to RFA or surrender their license. RFA mandated a streamlined process for all families wanting to care for children involved in the Child Welfare System. It also required training for all families before approval as well as post-approval. This new approval process replaced the procedures 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 was not limited to rolling out weekly RFA orientations, streamlining the referral process for prospective resource families, implementing a new training curriculum, and restructuring staff. The County continues to partner with approximately 33 Foster Family Agencies. The goal of CPS is to place children in the least restrictive setting, focusing on kin, and maintaining the placement of siblings together.

Katie A/Pathways to Well Being

Sacramento County contracts with Pacific Clinics (formerly Uplift Family Services) to facilitate Child and Family Team Meetings (CFTM) for children and youth without mental health services. For children and youth who can access Specialty Mental Health Services (SMHS) such as Intensive Care Coordination (ICC), Intensive Home Based Services (IHBS), or Therapeutic Foster Care Services (TFCS), it is the responsibility of the mental health provider to facilitate the CFTM.

Sacramento County CPS social workers collaborate with the mental health provider to ensure that CFT meetings align with the timeframe requirement. A copy of the Child and Adolescent Needs and Strengths (CANS) assessment completed in the CFT is uploaded to CWS/CMS.

CPS continues collaborating with Sacramento County Behavioral Health Services with data sharing and streamlining the referral process. CPS internally engages the support of the CPS Program Administration in quality assurance to track progress on an ongoing basis and to share data with programs for monitoring and evaluation.

Child Abuse Central Index Reconciliation

In October 2022, CDSS informed Sacramento County to rectify approximately 3,100 substantiated reports of child abuse for the Child Abuse Central Index (CACI). CDSS released a guide requiring counties to reconcile all identified referrals by May 31, 2023. The reconciliation entails the following:

- A qualitative review of each referral to determine if it meets the CACI criteria
- Making corrections to the child welfare records
- Cross-reporting qualifying CACI incidences
- Noticing identified perpetrators being added to the CACI list (as a result of the qualitative review)
- Developing a prevention plan to ensure all substantiated referrals (moving forward) are cross-reported to the DOJ timely

A proposed workload and action plan to correct the CACI data was submitted to child welfare leadership for review and is pending response and contingent upon resources.

CHILD WELFARE/PROBATION

Commercially Sexually Exploited Children (CSEC)

In September 2015, a "Memorandum of Understanding Sacramento County Commercially Sexually Exploited Children (CSEC) Program Interagency Protocol" was developed and went into effect. The MOU set forth an agreement for all parties to work together to serve the CSEC population, share information and collaboratively approach practice. Since the MOU's inception, strong partnerships have continued between CPS, mental health providers, juvenile probation, caretakers, youth, family members, public health, regional centers, the courts, and attorney partners to support CSEC youth.

On October 25, 2017, Sacramento County CPS published the CSEC policy and procedure. Specialized units/social workers within each region of practice continue to become more skilled in addressing the unique needs of youth entering the Child Welfare system due to being commercially sexually exploited. Sacramento continues to focus on harm reduction practices and awareness of sexual orientation, gender identity, and gender expression (SOGIE). CSEC staff meetings focus on training to strengthen Sacramento's practices for youth identified as CSEC. Internal SOGIE awareness and training are ongoing educational resources for staff. There are 23 dedicated Lesbian, Gay, Bisexual, Transgender, Queer, or Questioning (LGBTQ) Resource Specialists who work directly with families when SOGIE is known. The LGBTQ Resource Specialists are in the following CPS programs:

- 1 ER Intake

- 6 ER Field
- 2 Informal Supervision
- 1 Court Services
- 1 Public Health Nurse
- 3 Permanency
- 1 Adoption
- 3 EFC/ILP
- 1 RFA
- 1 Court Officer
- 1 CPSU
- 2 FSW

The Commercial Sexual Exploitation Identification Tool (CSE-IT) is conducted on every youth booked into the Youth Detention Facility. Deputy Probation Officers provide a comprehensive and collaborative response to ensure that CSEC are identified and receive the services they need to overcome trauma and live healthy, productive lives. The Sacramento County Juvenile Superior Court established a dedicated courtroom for CSEC youth that includes support from two Juvenile Field officers and one Juvenile Court presenter to address this population’s needs. Officers in Probation’s CSEC unit ensure compliance with Senate Bill (SB) 794 and are highly trained on the topics of human trafficking, victimization and pimping, intervention strategies, harm reduction, trauma informed care, and services specific to CSEC. The CSEC officers participate in multi-disciplinary team (MDT) meetings with attorneys, DCFAS, UC Davis counselors, youth advocates, and other providers connected to these cases. As discussed above, collaborations between departments and other agencies strengthen cross-system practices and help show the various services available from each entity to serve the needs of these children and their families. The implementation of this initiative provided support that was not found in a traditional courtroom. Prostitution was decriminalized and Probation 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.

Crossover Youth Practice Model (CYPM)/Sacramento County Child/Youth and Family System of Care (CYFSOC)

The Crossover Youth Practice Model (CYPM) provided Sacramento County CPS, Juvenile Probation, and the Juvenile Court a foundation for implementing Continuum of Care Reform (CCR) legislation. During the last quarter of 2020, Sacramento County leadership from Child Protective Services, Department of Behavioral Health Services, Sacramento County Office of Education, Public Health, Department of Human Assistance, the Regional Centers, Juvenile Court, and Juvenile Probation met to begin the foundational work to implement AB 2083 (Youth and Family System of Care). The group identified members for the CYFSOC Interagency Leadership Team and the CYFSOC Advisory Team. The teams met biweekly and finalized a joint Memorandum of Understanding (MOU). The MOU utilizes portions of the CYPM policy to build on the collaborative work of Sacramento County while expanding the CYPM MOU into the CYFSOC work moving forward.

The CFYSOC continues to meet monthly, both at the Interagency Leadership Team and Advisory Team levels. The team, with the University of California Davis Northern Academy, provides training/information sessions to leadership, incorporating the Integrated Core Practice Model (ICPM) and the “systems of care” approach. Additionally, the CYFSOC is actively researching different ways to share information to serve the children and families of Sacramento better and to involve youth, parent, and tribal voice in shared system leadership.

Family First Prevention Services (FFPS)

Sacramento County began implementation of FFPS in 2022, with the Sacramento County model called *Family First Sacramento*. The Family First Prevention Services Act (FFPSA), approved by Congress and signed into law on February 9, 2018, reflects a shift in the way public, Title IV-E agencies (Child Welfare and Probation) can serve communities. Expanding from serving in a crisis response capacity to also supporting prevention of family separation, FFPSA funding provides opportunities to prevent children from placement into foster care and entry into the Juvenile Justice system by encouraging community and cross-systems collaboration while employing trauma-informed, evidence-based practices that keep families together.

Concurrently, the State of California released a time-limited block grant to support counties in the planning and implementation of programs that can draw down FFPSA funds. California’s block grant invites counties to opt-in to receive funding that supports its vision to create “an integrated state-wide system that supports families to provide safe, stable, nurturing relationships and environments for their children and youth.” Each county that opts-in must create a Comprehensive Prevention Plan that is inclusive across public and private sectors.

These two complementary funding sources provide counties with a unique opportunity to change the way business and communities are served and set up truly prevention-focused, community-based, countywide structures that focus on social drivers of child and family health and wellbeing to support families before they come to the attention of public systems. In Sacramento, partners, including Child Protective Services (CPS), Probation, Public Health, Behavioral Health, Human Assistance, First 5 Sacramento, Sacramento County Office of Education, and Wilton Rancheria’s Tribal Office have begun gathering data and engaging the community to help set the table for creating Sacramento’s Comprehensive Prevention Plan.

To date, initial data analysis has revealed the following in Sacramento County:

CPS Data

- Black/African American & Native American populations both have disproportionate numbers represented; Native American children are overrepresented at 2-3 times their population in 5 of 9 CPS decision points while Black/African American children are overrepresented at 2-3 times their population in all 9 CPS decision points
- Most investigated and substantiated referrals, as well as new cases open and entries into foster care, are families with children ages 0-5
- The top 6 zip codes with the highest percentage of Black/African American children (age 0-5) involved with CPS are: 95821, 95825, 95823, 95828, 95815 and 95838 (communities of Arden Arcade, Florin/Valley Hi, and North Sacramento/Del Paso Heights)

Juvenile Justice Data

- The Juvenile Justice system has an overrepresentation of Black/African American youth
- The top three zip codes with an overrepresentation of youth involved with the juvenile Justice system: 95823, 95828, and 95838 (communities of Florin/Valley Hi and Del Paso Heights)
- These youth experienced a host of adverse childhood experiences including emotional and physical trauma, history of family addiction and incarceration
- Approximately 50% of youth involved with the juvenile Justice system within the focus zip codes were subject of a CPS referral between the ages of 0-5 and/or had an average about 8 CPS referrals prior to juvenile justice intervention

Focus will continue on all overrepresented populations; however, for the purposes of the FFPS State Block Grant, Black/African American families with children age 0-5 in the above zip codes have been identified as the initial focus population for child welfare. For juvenile justice, the initial focus population identified is pre-adjudicated youth ages 13-17 going through the court process and their families (youth who have been referred to probation but their court cases have not yet reached a resolution.)

Child and Family Team (CFT)

In accordance with Continuum Care Reform (CCR), Sacramento County CPS social workers invite Tribal representation, caregivers, congregate care providers, and foster family agency representation to attend the CFT meeting. During the meeting, all members of the CFT provide input on placement planning efforts. As a vehicle to ensure that child and family voice and choice is at the center of planning and decision-making.

Sacramento County CPS social workers are responsible for engaging families to identify natural and community supports who can become members of the family's Child and Family Team.

Examples of natural support can include extended family members or friends. Community support can include representation from community-based organizations such as Family Resource Centers, Community Incubator Leads, mental health service providers, or faith-based organizations. Once identified, CPS social workers utilize the CFT as a vehicle for continued collaboration to make family-centered, informed decisions.

PROBATION

AB 2083 Foster Youth Trauma-Informed System of Care:

AB 2083 requires each county to develop and implement a Memorandum of Understanding (MOU) setting forth roles and responsibilities of agencies and other entities that serve children and youth in foster care who have experienced severe trauma. The purpose of the MOU is to ensure children and youth in foster care receive coordinated, timely, and trauma-informed services. The MOU for Sacramento County is complete, and is a shared and concrete agreement by and between county system partners to sustain integrative and shared service delivery, and enhance both effectiveness and efficiency for all partners and the youth being served. While the act focuses on youth in foster care, an essential understanding includes an imperative to build locally governed interagency or interdepartmental effectiveness on behalf of a

much larger number of children and youth. This is based on the emerging awareness that addressing the social determinants of health in communities and promoting child and family well-being, cannot be impacted by any single system or department; and that to effectively maximize its federal, state and local resources, counties must build more collaborative, adaptive and effective service models.

Family First Prevention Services Act:

The Family First Prevention Services Act (FFPSA) signed into law on February 9, 2018, includes reforms to help keep children safely remain with families and avoid traumatic experience of entering the foster care system. It is comprised of eight parts, but the primary provisions are Part I and Part IV. FFPSA Part I includes several provisions to enhance prevention and support services for families which will help children remain at home, reduce the unnecessary use of congregate care, and build capacity of communities to support children and families. Part IV seeks to limit reliance on congregate care for serving children in foster care, consistent with the objectives of California's Continuum of Care Reform (CCR) that were implemented pursuant to AB 403 and subsequent legislation. Through the Continuum of Care Reform and other legislation, California has already enacted some of the FFPSA Part IV requirements for placements into STRTPS. However, additional requirements for placements into STRTPs on or after October 1, 2021 include:

The Qualified Individual (QI):

An assessment by a QI is required prior to any placement of a foster child into an STRTP made on or after October 1, 2021, other than an emergency placement, as a condition of Title IV-E funding eligibility. Sacramento County Probation Department's current QI is a Senior Mental Health Clinician from Behavioral Health. The QI will conduct an assessment to determine the child's behavioral health needs and goals and make certain determinations regarding whether the child's needs can be met with family members or in a family setting and, if not, the most appropriate level of care, interventions, and treatment for the child. (All-County Letter (ACL) NO. ACL 21-113).

Due to this requirement, Probation's STRTP referral process has changed. Once the Placement Intake Officers are notified that a placement recommendation is being considered based on an Administrative staffing, they will initiate a Pre-Dispositional CFT Meeting with the QI having the choice to participate. A CFT can also be convened for youth returning to custody on a Motion to Modify Custody Status (MMCS) and returned to Placement. The Court Officer will complete the disposition report and recommend placement. If the Court agrees, they will order out of home removal. The Placement Intake Officer will, at this time, submit a QI Assessment referral on the minor's behalf. Once the QI assessment report returns, if the recommendation is an STRTP, the placement Intake Officer makes referrals to the appropriate STRTP's. When an appropriate STRTP is identified the case is referred to the Interagency Placement Committee to make the determination of STRTP approval; only then is the youth placed in an STRTP. Within five calendar days of the youth's placement, the case carrying officer will request a hearing to review the placement.

The remaining FFPSA IV requirements are:

Court Reporting & Case Planning:

Court hearings occur within 45-60 days of the start of each STRTP placement, including change in STRTP placements. For each new placement and/or placement change, a new court hearing is required to approve the level of care based on an assessment by the Qualified Individual (QI). At each court hearing, the court of jurisdiction must take into consideration the QI's assessment when determining whether the STRTP is the most effective and appropriate level of care.

The FFPSA also requires additional documentation in the case plan for youth placed in an STRTP. Within 30 days of a child's placement into an STRTP, documentation in the case plan is to include information that demonstrates permanency planning, which is inclusive of the child and family. Information should reflect the Child and Family Team's (CFT) efforts and collaboration with the QI.

Aftercare:

Each county child welfare agency, probation department, and mental health provider jointly provides, arrange for, or ensure the provision of at least six months of aftercare services through wraparound services for a child or non-minor dependent (NMD) in the placement and care responsibility of the child welfare or probation agency transitioning from an STRTP to a family-based setting. Sacramento County Probation utilizes quality assurance processes to evaluate ongoing practice, policies and procedures to ensure youth in the probation placement system are receiving quality services.

Child and Family Team Meetings:

Child and Family Teams (CFT) are comprised of the probation officer, youth, the probation youth's family, and other people important to the family or youth. The CFT 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. Members of the CFT work together to identify the strengths and needs of a probation foster youth to develop a youth and family centered plan.

Procedurally, Child and Family Team Meetings (CFTM) are convened at various intervals of the Probation foster youth's case to inform the decisions made during case management. Initially, the CFT is convened by the Placement Intake Officer to determine placement needs and services, including the decision of presumptive transfer of specialty mental health services. Information gathered from the CFTM informs the Interagency Placement Committee in their approval of placement into a STRTP. Upon the youth's placement in an STRTP, with a Resource Family or Foster Family Agency, the Placement Officer providing supervision and case management convenes the CFT to develop a strength-based, family centered case plan. The case plan addresses rehabilitative and permanency goals. The Placement Officer also convenes the CFT to stabilize placement when the youth is at risk of termination, whenever there is a triggering event, or as requested by the youth and family. CFT Facilitator training is given to Placement Officers in order for CFTs to focus on a permanency goal and is strength based.

Family Urgent Response System:

The Family Urgent Response System's (FURS) goal is to build upon the Continuum of Care Reform and provide current and former foster youth and their caregivers with immediate, trauma-informed support when needed. FURS is a coordinated statewide, regional, and county-level system designed to provide collaborative and timely state-level phone-based response and county-level in-home, in-person mobile response during situations of instability, and to preserve the relationship of the caregiver and the child or youth. Probation in collaboration with the Department of Child, Family and Adult Services (DCFAS) and Behavioral Health Services, are working to create a robust county-level response system, which will:

- Provide telephone and/or in-person support 24 hours a day, 7 days a week,
- Aid in preserving relationships between caregivers and youth,
- Provide developmentally appropriate conflict management and resolution skills,
- Stabilize the living situation in an effort to reduce placement disruptions,
- Prevent the need for intervention by law enforcement, psychiatric hospitalization, or placement of youth in congregate care, and
- Connect the caregiver and youth to community-based services.

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.

Foster Parent Recruitment Retention Support (FPRRS) (now referred to as Resource Family Liaison):

Despite funding for Foster Parent Recruitment and Retention Services (FPRRS) ending at the end of FY 2019-2020, Probation continues to be committed to allocating funds and resources for the recruitment, support, and retention of Resource Family Applicants (RFA). In an effort to support successful homebased care placements, Probation sees value in community engagement, youth voice and choice, and specialized case management.

Juvenile Justice Diversion and Treatment Program:

The Juvenile Justice Diversion and Treatment Program (JJTDP) is a Full-Service Partnership (FSP) of the Mental Health Services Act. The program is a contracted FSP between BHS, Probation and River Oak Center for Children and was established to deliver integrated services to a population of youth involved with juvenile justice that have multiple complex needs across multiple service areas. Presently, there is capacity for up to 128 youth, with 36 of these spaces reserved for diversion. Diversion youth have not been adjudicated but there is a nexus between exhibited behavior and criminal conduct. To be eligible, youth must meet serious emotional disturbance criteria and be between the ages of 13-19 at the time of enrollment. Through the JJTDP, eligible youth and their families are provided with mental health screenings, assessments, intensive mental health services and FSP supports. Family and youth advocates complement clinical services. Eligible youth referred to the program are provided the opportunity to voluntarily receive intensive, evidence-based services delivered in coordination with a specialized

probation officer. Youth referred to the program can voluntarily participate as long as clinically necessary or up to their 26th birthday. Program outcomes for youth include reduced psychiatric hospitalization, increased engagement in educational programs as well as reduced arrests and incarcerations.

JJDTTP seeks to achieve the following five goals:

1. Stabilize housing placements and reduce homelessness;
2. Increase school attendance and achievement;
3. Increase vocational training and employment;
4. Reduce psychiatric hospitalizations; and
5. Reduce juvenile detention and/or young adult incarceration.

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 (Resource Family Liaison). 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.

Roadmap for Success-Candidacy Assessment:

Through a structured interview to engage and motivate the youth and the family, officers meet with youth subject to a WIC §602 petition to determine reasonable candidacy (imminent risk of removal into foster care as defined by CA Title IV-E guidelines) and update their risk-and-needs assessment, in collaboration with the youth’s family/legal guardian, to determine their risk to recidivate and to identify strengths and areas of need. The assessment results drive the dynamic and individualized case planning process with an emphasis on criminogenic risk and protective factors. Through this guided process, evidence-based programs within the community are discussed and explored with the youth and family. Referrals to community-based providers are made on-site and connection to service is timely. Supervision and support are provided by case managing officers who further collaborate with service providers, youth, families and natural supports.

Roadmap to Success Re-Entry Development for Youth (R.E.D.Y.):

The target population for Reentry Development for Youth (R.E.D.Y. GO!) is comprised of youth returning to our community as a result of detention or placement. Best practices recognize that reentry planning and services begin at the time of admission to detention and continue beyond the youth’s release and reintegration into the community. This reentry continuum consists of three overlapping phases: 1) in detention 2) the transition out of the facility and into the community and 3) in the community. Sacramento County’s reentry process utilizes collaborative teaming to assess strengths and needs, develop transition and case plans, and make connections to services, education, housing and employment prior to release from custody. The R.E.D.Y. GO! Program provides intentional coordination for community

transition and stabilization prior to release through a comprehensive assessment based on strength and need, the development of an individualized case plan, referrals to community-based services and family engagement. Through a collaborative teaming process with representatives from Probation, Behavioral Health Services (BHS), Primary Health, Sacramento County Office of Education (SCOE), service providers and, most importantly, the youth and family, a transition plan is developed. Prior to community reentry, connections to services related to treatment, education, housing, employment/vocational opportunities, and positive youth development are made. The collaborative process and plan implementation continue as case managing officers provide supervision and support within the community.

5 – YEAR SIP CHART CHILD WELFARE

Priority Outcome Measure or Systemic Factor: 4-P1– Permanency in 12 Months (entering in foster care)

National Standard: 35.2% (CFSR 4)

CSA Baseline Performance: 41.3% (CFSR 3 Q1 2021)

SIP Baseline Performance: 34.3% (Q3 2021)

Target Improvement Goal: Achieve the national standard (an increase of .9%) by the end of year five of the SIP with .18% incremental increase per year.

Year 1: 34.48%

Year 2: 34.66%

Year 3: 34.84%

Year 4: 35.02%

Year 5: 35.2%

The methodology is based on percentage point (i.e. straight subtraction) difference.

Priority Outcome Measure or Systemic Factor: 4-P4 – Re-entry to Foster Care

National Standard: 5.6% (CFSR 4)

CSA Baseline Performance: 15.6% (CFSR 3 Q1 2021)

SIP Baseline Performance: 14.8% (Q3 2021)

Target Improvement Goal: Achieve the national standard (a decrease of 9.2%) by the end of year five of the SIP with 1.84% incremental change within the SIP cycle.

Year 1: 12.96%

Year 2: 11.12%

Year 3: 9.28%

Year 4: 7.44%

Year 5: 5.6%

The methodology is based on percentage point (i.e. straight subtraction) difference.

Priority Outcome Measure or Systemic Factor: 4-P5 – Placement Stability

National Standard: 4.48% (CFSR 4)

CSA Baseline Performance: 4.30% (CFSR 3 Q1 2021)

SIP Baseline Performance: 4.19% (Q3 2021)

Target Improvement Goal: Maintain performance below the national standard. Provide additional assessment and support to children and youth at the Welcome Center Homes for placement.

Year 1: Maintain performance at or below the national standard 4.48%

Year 2: Maintain performance at or below the national standard 4.48%

Year 3: Maintain performance at or below the national standard 4.48%

Year 4: Maintain performance at or below the national standard 4.48%

Year 5: Maintain performance at or below the national standard 4.48%

| Strategy 1: Implement Family Time Coaching (FTC) to enhance visitation and communication as part of the reunification process. | <input type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4-P1 – Permanency in 12 Months (entering in foster care) 4-P4 – Re-entry to Foster Care | |
|---|---|--|--|
| | <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 | | |
| Action Steps: | Implementation Date: | Completion Date: | Person Responsible: |
| A. Establish and onboard a team that will develop an implementation plan and monitor the Family Time Coaching model | December 2022 | April 2023 | Family Time Coaching Planning Team UC Davis Northern Academy partners and instructors |
| B. Identify needs to pilot FTC <ul style="list-style-type: none"> • Training • Transportation contracts • Parenting assessment tool | December 2022 | April 2024; Ongoing | Family Time Coaching Planning Team UC Davis Northern Academy partners and instructors |
| C. Identify staffing and external partners | February 2023 | December 2023; Ongoing | Family Time Coaching Planning Team |
| D. Establish an internal continuous quality improvement evaluation method to determine the effectiveness of FTC and adjust the process as needed | August 2023 | December 2023; Ongoing | Family Time Coaching Planning Team CPS Program Administration UC Davis Northern Academy partners and instructors |

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|---|----------------|---------------------------|--|
| E. Train CPS FTC implementation team and Family Service Workers (FSW) participating in the pilot on the FTC model for FSWs to deliver coaching to families | September 2023 | December 2023; Ongoing | Workforce Development Unit (WDU); UCD Northern Academy |
| F. Provide FTC overview to resource parents, Foster Family Agencies, attorneys/court and support staff | March 2024 | December 2024; Ongoing | WDU UCD Northern Academy Resource Family Approval Unit |
| G. Pilot FTC model 1 Unit | April 2024 | December 2024 | Family Time Coaching Planning Team; Family Service Worker Supervisors |
| H. Expand Pilot FTC model to 2 Units | March 2025 | August 2026 | Family Time Coaching Planning Team; Family Service Worker Supervisors |
| I. Data analysis of FTC, including assessment of the services, families serviced, and impact on timely reunification. | July 2025 | June 2026; Ongoing | Family Time Coaching Planning Team; CPS Program Administration |
| J. Develop the Family Time Coaching policy and procedure | June 2026 | June 2027 | Family Time Coaching Planning Team CPS polices and procedure Program Planner |

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| Strategy 2: Increase staff retention utilizing Core Practice Model (CPM) | <input type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4-P1 – Permanency in 12 Months (entering in foster care) 4-P4 – Re-entry to Foster Care | |
| | <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 | | |
| Action Steps: | Implementation Date: | Completion Date: | Person Responsible: |
| A. Continuously engage and elicit staff voice by conducting stay and exit surveys to identify recruitment and retention strategies; inquire and identify any additional areas to increase staff retention | June 2024 | Ongoing annual/ June 2024 - 2026 | Workforce Development Unit Executive Leadership Team |
| B. Explore and analyze staffing data to identify exit trends and intervention; inquire and identify any additional areas to increase staff retention | June 2024 | Ongoing annual/ April 2024 - 2026 | CPS Program Administration Executive Leadership Team |
| C. Discuss retention issue and brainstorm ideas and advocate for staff via stay/exit survey feedback at Executive Management Team meetings | June 2023 | June 2026; Ongoing | Executive Management Team |

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| D. Enhance Peer Training Program to support new staff learning and job/field readiness | January 2024 | January 2025 | Workforce Development Unit CPS Program Specialists |
| E. Enhance leadership engagement and facilitate dialogue with staff via meet and greet sessions | January 2024 | June 2026; Ongoing | Executive Leadership Team CPS Program Administration |
| F. Collaborate and team across all CPS Programs to conduct ongoing Bureau/Joint Supervisor/Unit meetings | July 2023 | June 2026; Ongoing | CPS Management and Supervisors |
| G. Monitor, measure progress, and model accountability to make adjustments as needed, to increase staff retention | July 2023 | June 2026; Ongoing | Workforce Development Unit CPS Program Specialists CPS Management and Supervisors |

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| Strategy 3: Implement placement for youth with complex care needs using trauma informed Welcome Center Homes | <input type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4-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 | | |
| Action Steps: | Implementation Date: | Completion Date: | Person Responsible: |
| A. Research best practices and develop plan to implement family friendly environment for youth awaiting placement | 5/31/23 | 6/30/23 | CPS Division Manager and Program Planner |
| B. Identify needs to implement Welcome Center Homes, trauma informed temporary placements to address youth needs | 5/31/23 | 6/30/23 | CPS Division Manager and Program Planner |
| C. Identify and train staff and external partners located at the Welcome Center Homes to provide 24-hour onsite support for youth | 5/31/23 | 7/30/23; ongoing to June 2026 | CPS Division Manager and Program Planner CPS Program Administration CPSU Engagement Supervisors |
| D. Establish an internal evaluation method to measure the success of the model and adjust the process as needed; monitor outcomes; analyze implementation and improvement efforts | 5/31/23 | 7/30/23; ongoing to June 2026 | Welcome Center Home Team, DM and Planner |

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|---|---------|-------------------------------|--|
| E. Provide Welcome Center Home information to partners and support staff | 6/16/23 | 6/16/23; ongoing to June 2026 | Executive Leadership Team |
| F. Develop the Welcome Center Home policies and procedures for broader implementation/expansion | 6/01/23 | 6/30/23 | CPS Division Manager and Program Planner |
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5 – YEAR SIP CHART CHILD PROBATION

Priority Outcome Measure or Systemic Factor: 4-P1 Permanency in 12 months (entering foster care)

National Standard: 35.2%

CSA Baseline (Q1 2021)

SIP Baseline Performance: 11.4% (Q3 2021) (10/19-9/20). According to the Q3 2021 Data Report, 4 out of 34 youth discharged into permanency within 12 months of entering foster care.

Current Data: 11.8% (Q3 2022) (10/20-9/21)

Target Improvement Goal: Probation is currently below the National Standard by 23.8%. Probation youth often have complex criminogenic needs and face barriers, such as extended treatment time in juvenile sex offender programs, which make achieving the national standard challenging. Therefore, Probation's goal is to remain on par with the state of California's performance levels (at a minimum, with the goal of achieving the national standard. The current performance of California is 27.2%; Probation is currently below California by 15.8%. The following represents targeted increases for years 1-5 to meet California's current performance of 27.2%. An increase of 3.2% per year will allow us to perform slightly above California.

Year 1: 14.6%

Year 2: 17.8%

Year 3: 21.0%

Year 4: 24.2%

Year 5: 27.4%

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| Strategy 1: Develop an intensive Family Finding efforts process to increase family and/or non-related extended family member (NREFM) placements or build lifelong connections to decrease the frequency of absconded youth. The focus will then be on building an intensive Family Finding model. | <input type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4-P1 Permanency in 12 months (entering foster care) | |
| | <input type="checkbox"/> CBCAP | | |
| | <input type="checkbox"/> PSSF | | |
| | <input checked="" type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| Action Steps: | Implementation Date: | Completion Date: | Person Responsible: |
| A. Work with the UC Davis Center for Excellence to develop an intensive Family Finding efforts process. | 05/2023 | Ongoing | Placement Assistant Chief Deputy Placement Supervisor Placement Probation Officers |
| B. Utilize the Seneca contract and internal resources to conduct intensive family finding throughout the life of the case. | 06/2023 | Ongoing | Juvenile Intake/Court Supervisors Juvenile Intake/Court Probation Officers Placement RFA Liaison/Officers |
| C. Probation will continue to build competency by providing training to Placement officers in CFT facilitation, with a strength-based focus on permanency. | 05/2023 | Ongoing | Placement Assistant Chief Deputy Placement Supervisors Placement Probation Officers |

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|--|---------|---------|---|
| D. Encourage an increase in the frequency of Child and Family Team Meetings (CFT's), especially for CFT's intended to stabilize and preserve placement. | 05/2023 | Ongoing | Placement Probation Officers |
| E. Action steps will be disseminated to CFT members following a CFT. | 07/2023 | Ongoing | Placement Probation Officers |
| F. Implement a post-CFT satisfaction survey following each CFT in which Probation participates. | 07/2023 | Ongoing | Placement Assistant Chief Deputy Placement Supervisors Placement Probation Officers |
| G. Ensure a "warm hand-off" occurs prior to a change in probation officer. | 07/2023 | Ongoing | Placement Supervisors Placement Probation Officers |
| H. Armed officers will supervise Placement caseloads to alleviate staffing concerns when attempting to arrange placement operations. | 10/2021 | DONE | Placement Chief Deputy Placement Assistant Chief Deputy |
| I. Armed placement officers will conduct operations for warrant execution, with the goal of decreasing absconds and re-engaging youth to Probation. | 03/2023 | Ongoing | Placement Chief Deputy Placement Assistant Chief Deputy Placement Supervisors |

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|---|----------------|----------------|---|
| <p>J. Probation will send staff assigned to Placement Services to continuous quality improvement (CQI) training, after which probation will develop a continuous quality improvement (CQI) tool to evaluate and monitor progress toward achieving an increase in permanency in 12 months. The CQI tool will evaluate data and ongoing stakeholder feedback. This will assist in determining whether the strategy and action steps selected are successful in achieving increased permanency in 12 months and, if not, what the data trends or feedback suggests may be more successful.</p> | <p>03/2023</p> | <p>Ongoing</p> | <p>Placement Supervisor Administrative Professional Staff</p> |
|---|----------------|----------------|---|

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)/Parenting Education

SERVICE PROVIDER

The Child Abuse Prevention Council of Sacramento is the lead agency for the Family Support Collaborative.
•Sub-contracted with Birth and Beyond Family Resource Centers

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 | Parenting Education |
| CBCAP | Parenting Education |
| PSSF Family Preservation | |
| PSSF Family Support | |
| PSSF Time-Limited Family Reunification | |
| PSSF Adoption Promotion and Support | |
| OTHER Source(s): (Specify) <ul style="list-style-type: none"> • First 5 Sacramento • Corporation for National and Community Service (AmeriCorps) • Medical Administrative Activities (MAA) | |

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Seventy-eight percent of child fatalities for ages five years and under include natural causes, child maltreatment, and infant sleep-related deaths. (CSA, pg. 53)
- Children ages 0-5 years accounted for 51% of the allegations received in Sacramento County CPS in 2020. (CSA, pg. 65)
- The majority of perpetrators in child abuse or neglect homicides in Sacramento County are biological parents (CSA, pg. 53)

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.

CAPC will utilize and track CBCAP funds for children, parents or families that do not have an open child welfare case.

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

The CAPC contract begins July 1, 2023, and concludes on June 30, 2024, with subsequent updates scheduled annually.

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 | Protective Factors Survey | *Completed by parent participants at program start & completion |

Quality Assurance (QA) Monitoring

- Submit reports related to data collection and evaluation in the form and frequency agreed upon between the County and provider.
- In collaboration with the County, develop and implement Quality Assurance and Continuous Quality Improvement processes.
- The provider will submit a progress report that may include a program narrative, milestones, the service counts, languages that services are offered in and completion rates.
- Engage in ongoing meetings to collectively address and resolve programmatic issues.

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

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

SERVICE PROVIDER

Bridges Specialized Treatment and Recovery Services Program (STARS)

PROGRAM DESCRIPTION

The STARS program provides case monitoring/management for parents involved with Child Protective Services. STARS is part of one of two-Family Treatment Courts, the Dependency Family Treatment Court (DFTC) and the Early Intervention Family Treatment Court (EIFTC). The STARS Recovery Specialists help parents complete the Substance Use Disorder (SUD) treatment requirements in the Child Welfare Case Plan. These requirements may include entering and completing an SUD treatment program, alcohol and drug testing, and attending support group meetings. Participation in the program ranges from six to twelve months. Depending on the client’s progress in treatment, the Recovery Specialists meet with clients 1-2 times per week in person and drug test clients. The Recovery Specialists are present with the clients during their Court appearances at DFTC and EIFTC to provide updates to the Court and support and celebrate the client through this process.

FUNDING SOURCES

| SOURCE | LIST FUNDED ACTIVITIES |
|--|--------------------------|
| CAPIT | |
| CBCAP | |
| PSSF Family Preservation | Substance abuse services |
| PSSF Family Support | |
| PSSF Time-Limited Family Reunification | |
| PSSF Adoption Promotion and Support | |
| OTHER Source(s): (Specify) Title IV-E; CalWORKs; 2011 Protective Services Realignment; 1991 Social Services Realignment | Substance abuse services |

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Methamphetamine makes up 38% of the primary drug of choice of all individuals

admitted to alcohol and drug treatment services in Sacramento County. (CSA, pg. 45)

- Sacramento County had 1,110 felony drug offense arrests in 2020. (CSA, pg. 48)
- The highest number of referrals are for General Neglect allegations. (CSA, pg. 61)
- Stakeholders identified the need for increased substance abuse services/support. (CSA, pgs. 29, 235)

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 treatment court, Early Intervention Family Treatment Court (EIFTC).

TARGET GEOGRAPHIC AREA

Sacramento County

TIMELINE

The contract starts July 1, 2023 – June 30, 2024. This contract is renewed yearly.

EVALUATION

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

| Desired Outcome | Indicator | Source of Measure | Frequency |
|---|---|-------------------|---|
| Participants will reduce their dependency in drug use | 60% of the participants will demonstrate a reduction in drug usage. | Drug testing | Issued by STARS Recovery Specialist at the 90 day and 180 day benchmark |

Quality Assurance (QA) Monitoring

- Submit reports related to data collection and evaluation in the form and frequency agreed upon between the County and provider.
- In collaboration with the County, develop and implement Quality Assurance and Continuous Quality Improvement processes.
- The provider will submit a progress report that may include a program narrative, milestones, the service counts, languages that services are offered in and completion rates.
- Engage in ongoing meetings to collectively address and resolve programmatic issues.

CLIENT SATISFACTION

| Method or Tool | Frequency | Utilization | Action |
|--|--|---|---|
| <p>Satisfaction Survey will be distributed at the beginning of the EIFTC 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</p> | <p>Completed 1-2 times per year with current STARS clients</p> | <p>Surveys are reviewed to determine if parents are satisfied with STARS and the family treatment court programs.</p> | <p>Feedback is shared within the Bridges Professional Treatment Services agency to improve areas, and or, talk about what is working. Any issues or concerns regarding the family treatment court programs are presented at the family treatment court workgroups (in which CPS participates) for resolution.</p> |

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

Family Support Services (Line #5 of expenditure workbook)/ Family Resource Center or Other Multiservice Center

SERVICE PROVIDER

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

- Sub-contracted with Birth and Beyond Family Resource Centers

PROGRAM DESCRIPTION

The Birth and Beyond (BandB) Family Resource Centers (FRCs) focus on primary prevention to early intervention continuum of services. The FRCs provide comprehensive support to empower families with knowledge and growth and development skills. The 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 | |

| | |
|---|---|
| CBCAP | |
| PSSF Family Preservation | |
| PSSF Family Support | Family Resource Center or Multiservice Center |
| PSSF Time-Limited Family Reunification | |
| PSSF Adoption Promotion and Support | |
| OTHER Source(s): (Specify) | |

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Increase community resources to address various needs related to child safety and well-being, and family support (financial support, support group, transportation, family/father engagement, parenting classes, mental health and alcohol and other drugs support services). (CSA, pgs. 272-275)
- Children ages 0-5 years accounted for 51% of the allegations received in Sacramento County CPS in 2020. (CSA, pg. 65)

TARGET POPULATION

The Birth and Beyond (BandB) Family Resource Centers (FRCs) provide neighborhood-based services in culturally and linguistically diverse communities in Sacramento County where children and families are most in need of support. The FRCs offer a range of services, activities, and opportunities that respond comprehensively to the needs and hopes of families.

The primary goals of BandB services are to support an environment in which children can develop to their fullest potential, by improving the lives of children and their families through a continuum of protective factors and family strengthening activities.

TARGET GEOGRAPHIC AREA

County wide

TIMELINE

The CAPC contract begins July 1, 2022, and concludes on June 30, 2024, with subsequent updates scheduled every two years.

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 | Utilize the Adult-Adolescent Parenting Index or Protective Factors Survey based on the child(ren)'s age. | *Completed by parent participants at program start & completion |

Quality Assurance (QA) Monitoring

- Submit reports related to data collection and evaluation in the form and frequency agreed upon between the County and provider.
- In collaboration with the County, develop and implement Quality Assurance and Continuous Quality Improvement processes.
- The provider will submit a progress report that may include a program narrative, milestones, the service counts, languages that services are offered in and completion rates.
- Engage in ongoing meetings to collectively address and resolve programmatic issues.

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

Short Term Counseling (Line #4 of expenditure workbook)/Behavior/Mental Health

SERVICE PROVIDER

Various contracted providers: Affordable Counseling & Educational Services; ALUB Solutions; Margaret Beryl Beauford, LCSW; Cluster B Family Therapy, Inc.; Cornerstone Recovery, Inc.; Glenn Anderson, LMFT; Hope for Healthy Families Counseling Center; H.O.P.E. Therapeutic Services, Inc.; My Sister's House; Redefining You Therapy; Francine Thompson, LCSW; South Sacramento Mental Health Collaborative; Superior Outreach Services; W.E.A.V.E.

PROGRAM DESCRIPTION

Short Term Counseling services are provided for CPS parents/caregivers to reunify the family following the removal of the child(ren) from the family home due to neglect, physical, emotional, and/or sexual abuse or to avoid placement failure. Cognitive Behavioral Therapy intervention is utilized in treatment plans to mitigate unsafe behaviors that negatively impact children. Short Term Counseling services are offered in three modes: individual, family, and conjoint counseling, up to ten 50-minute sessions. Group counseling includes twelve 90-minute sessions. The psycho-educational groups are trauma focused on addressing child abuse and neglect, general counseling, domestic violence, anger management, and sexual abuse. The type of service modality is determined through an assessment by the case-carrying social worker in collaboration with the parents/caregivers.

The assessment examines the family's needs, reasons for CPS intervention, and cultural and language considerations to ensure 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 |
|--|------------------------|
| CAPIT | |
| CBCAP | |
| PSSF Family Preservation | |
| PSSF Family Support | |
| PSSF Time-Limited Family Reunification | Behavior/Mental Health |

| | |
|--|------------------------|
| PSSF Adoption Promotion and Support | |
| OTHER Source(s): (Specify) Title IV-E; 2011 Protective Services Realignment; 1991 Social Services Realignment | Behavior/Mental Health |

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Adults ages 26-59 constitute the highest number (47%) of Sacramento County clients receiving mental health services. (CSA, pg. 50)
- Individualized case plans and non-standardized services are an identified need in Sacramento County child welfare. (CSA, pgs. 14, 22, 238, and 270)
- Stakeholders identified the need for additional mental health services/support. (CSA pgs 21, 27, 29)

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

These are multiyear contracts. The contracts began July 1, 2021- June 30, 2024.

EVALUATION

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

| Desired Outcome | Indicator | Source of Measure | Frequency |
|---|---|--|---|
| Parents/Caregivers will strengthen their resiliency | 25% of parents/caregivers will demonstrate an improvement in their resiliency | Will identify a measurement tool by March 2024 to effectively measure resiliency | Dependent upon selection of evaluation tool |

Quality Assurance (QA) Monitoring

- Submit reports related to data collection and evaluation in the form and frequency agreed upon between the County and provider.
- In collaboration with the County, develop and implement Quality Assurance and Continuous Quality Improvement processes.
- The provider will submit a progress report that may include a program narrative, milestones, the service counts, languages that services are offered in and completion rates.
- Engage in ongoing meetings to collectively address and resolve programmatic issues.

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

Adoption Promotion and Support (Line #6 of expenditure workbook) /Case management

SERVICE PROVIDER

Sacramento DCFAS-CPS pending release of an RFP

PROGRAM DESCRIPTION

Sacramento County child welfare services will contract with community-based organizations to provide enhanced pre- and post-adoption family engagement and child-specific recruitment. Support efforts may include securing adoptive and legal guardianship homes for children in long-term foster care with one or more barriers to permanency. Contractor services may include but are not limited to case management, child-specific recruitment, assistance, matching, and family disclosures. Contractors will assist with the pre-placement visit logistics and support families and caregivers to ensure smooth transitions for youth into adoptive and legal guardianship homes. Contractors will increase permanency outcomes for hard-to-place children and youth. Contractor will provide post-adoption support services, including support groups. Sacramento County CPS is releasing a competitive bid to take into effect **on or around** July 1, 2023.

FUNDING SOURCES

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

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Stakeholders identified the need for more post-adoption services. (CSA, pg. 28)
- Youth in care by service component remained the highest in Permanent Placement, above 56% between 2016 - 2021. (CSA, pg. 74)
- Measure P1 and P3 reflect 100% of children exit permanency pre-adoption. (CSA, pg. 245 and 247)
- The majority of exits to adoption occur for children 2 years and younger. (CSA, 245).

- Children eleven years and older are less likely to exit to permanency timely. (CSA, pg. 247)
- 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 (CSA, pg. 248)

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

The contract term will be determined between the County and the contracted provider.

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 | Will identify a measuring tool by March 2024 that can measure connection to resources | To be determined |

Quality Assurance (QA) Monitoring

- Submit reports related to data collection and evaluation in the form and frequency agreed upon between the County and provider.
- In collaboration with the County, develop and implement Quality Assurance and Continuous Quality Improvement processes.
- The provider will submit a progress report that may include a program narrative, milestones, the service counts, languages that services are offered in and completion rates.
- Engage in ongoing meetings to collectively address and resolve programmatic issues.

CLIENT SATISFACTION

| Method or Tool | Frequency | Utilization | Action |
|---|---------------------------|------------------|---|
| To be determined once contracted services are in place. | Ongoing, to be determined | To be determined | To be determined once contracted services are in place. |