

California - Child and Family Services Review

Annual SIP Progress Report

Year 4 (2021)



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Introduction

In 2001, the California State Legislature passed Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act, which established the California Outcomes and Accountability Systems (COAS). In an effort to improve child welfare outcomes for children and families, COAS required all 58 counties to develop a System Improvement Plan (SIP). This process allows agencies to objectively measure county performance in administering child welfare services, assess needs and strengths to improve that performance, and plan for continuous improvement.

Principal participants in the California Child and Family Services Review (C-CFSR) process include representatives from Sacramento County Department of Child, Family and Adult Services, Child Protective Services (CPS) Division; Sacramento County Probation Department; California Department of Social Services (CDSS); and other local community stakeholders. The C-CFSR has three components: the County Self-Assessment (CSA), which includes a Peer Review process; the System Improvement Plan (SIP); and the SIP Annual Progress Report. In 2017, Sacramento County submitted the SIP for the period of June 2017 to May 2021. The Sacramento County Board of Supervisors approved the SIP on February 27, 2018. This report is the final annual SIP progress report, covering the period of June 1, 2020 through May 31, 2021.

The Sacramento County 2021 Annual SIP Progress Report will provide a written analysis of the performance toward the SIP improvement goals as compared to the baseline data of Q3 2016 from the UC Berkeley California Child Welfare Indicators Project. The report will provide an analysis of the status and progress of strategies and action steps. Additionally, it will include an analysis of obstacles, systemic issues, and environmental conditions that may be contributing to outcome improvement or decline. It will also describe any other successes and promising practices that have led to consistent positive performance within specific Outcome Data Measures. Lastly, it will contain a SIP chart with necessary updates to reflect the County's performance, current status of implementation strategies, and any revision to the time frames.

SIP Progress Report Narrative

STAKEHOLDER PARTICIPATION

Child Welfare

In Year 4, Sacramento County continued efforts to involve stakeholders in monitoring the implementation of the strategies and action steps of the SIP. Due to the public health crisis COVID-19, beginning in March 2020, Sacramento County modified many areas of practice, including SIP-specific work. However, during the Year 4 reporting period, Child Welfare completed the work as outlined below.

In Year 4, Sacramento County CPS continued to hold frequent stakeholder workgroups to address the strategies and action steps outlined in the SIP. There were five stakeholder workgroups with varied representation of CPS and community stakeholders. Meeting minutes from the workgroups are publicly posted on the Department of Child, Family and Adult Services website at <https://dcfas.saccounty.net/CPS/Pages/System-Improvement-Strategy-Workgroups.aspx> for community-wide awareness of status updates and progress. While the public health crisis COVID-19 impacted the ability of workgroup participants to meet in person during the reporting period, the workgroups were able to meet in a virtual format. Most stakeholders from the workgroups expressed a willingness and ability to continue the SIP work via new means, such as virtual meetings, while social distancing precautions were in place.

Finally, Sacramento County CPS and Probation met with the California Department of Social Services (CDSS) Consultants to discuss progress in the identified outcome measures, current practices in the County impacting performance in the outcome measures, and the status of action steps within each strategy. The technical assistance received from the Consultants was used to inform the monitoring of all strategies and action steps.

CPS Strategy Workgroups

Strategy 1, implementation of Child and Family Team (CFT) meetings, to address Outcome Measure S2, maltreatment in foster care, met with internal and external partners less frequently than in previous reporting periods due to other pressing matters impacted by the public health crisis COVID-19. Since the last reporting period, this workgroup met in July 2020 and September 2020. CPS internal membership includes CPS Program Managers and Program Planners, and the group was co-facilitated by a CPS Division Manager from the Emergency Response (ER)/Informal Supervision (IS) bureau. External partners include representatives from Alcohol and Drug Services, WellSpace Health, Women Escaping a Violent Environment (WEAVE) Inc., Bridges Professional Treatment Services Inc., My Sister's House, Hope for Healthy Families, and co-facilitator, Child Abuse Prevention Center (CAPC).

Strategy 1, implementation of Child and Family Team (CFT) meetings, to address Outcome Measure P4, re-entry into foster care, met together with internal and external partners quarterly in June, September, and November 2020, and January 2021. CPS internal partners consisted of a Division Manager, Program Managers, and Program Planners. External partners consisted of Sacramento County Office of County Counsel, Alternative Family Services, Stanford Youth Solutions, Department of Behavioral Health Services (DBHS), Lilliput, a part of Wayfinder Family Services (formerly known as Lilliput Families), Birth & Beyond (River Oak and La Familia Family Resource Centers), A Community for Peace, Cultural Broker's Program, WEAVE, Inc., Sacramento County Office of Education (SCOE), and River Oak. In addition to the quarterly meetings, a subcommittee was formed in July 2020 to develop recommendations in regards to aftercare planning in CFT meetings to prevent re-entry. The subcommittee was comprised of internal and external partners from the regular workgroup and met in July, October, and December 2020.

Strategy 2, implemented to address Outcome Measure P3, permanency in 12 months for children in care 24 or more months, continued to convene to focus on the strategy of Intensive Family Finding. Due to the onboarding of a new workgroup lead, the group met twice since the writing of the last progress report. The workgroup routinely consisted of CPS managers and supervisors, Lilliput, a part of Wayfinder Family Services, CASA of Sacramento, and Stanford Youth Solutions (formerly Sierra Forever Families), and since the last report provided opportunities for new community partners to join the group. During the current reporting period, Sacramento County Probation partners, community partner Chicks in Crisis, a former foster Youth Advocate who works with the Sacramento County Extended Foster Care youth, community partner Paradise Oaks Short-Term Residential Therapeutic Program (STRTP), the Sacramento County Concurrent Planning Social Worker and community partner Liberty Towers, representing the Black Child Legacy Campaign (BCLC) Community Incubator Leads (CIL), have also participated. There were fewer workgroup meetings held during the current year due to promotional opportunities and group membership shifting. The lead assignment for the workgroup shifted and time was required for onboarding a new lead.

Strategy 3, implemented to address Outcome Measure P5, placement stability, continued to meet to focus on the strategy of Increased Support for Resource Families. The group included internal and external partners, who met in person for the last time on March 2020 due to the COVID-19 pandemic. An inquiry was made of the community stakeholders regarding their ability and willingness to continue to participate in the strategy workgroup in a virtual platform. All members agreed to continue to participate in on-going meetings. In May 2020, the group began holding meetings virtually (Skype or Zoom) and met in May, July, October, and December 2020. The co-chairs and strategy lead Program Planner also held meetings on two occasions to map out the workgroup's next steps. In addition, the lead Program Planner met with CPS Program Administration to discuss strategies regarding what data to review to further explore potential factors affecting the improvement in meeting and/or exceeding the national standard related to Outcome P5, prior to discussing it in the larger stakeholder meetings. In September, the CPS Co-Chair left the workgroup and the position shifted to another CPS manager who had been a member of the workgroup since its

inception, which allowed for a smooth transition. The workgroup routinely consisted of CPS managers and community partners, including UC Davis (PC-CARE), Lilliput, a part of Wayfinder Family Services, CASA of Sacramento, Sacramento County Office of Education (SCOE), Better Life Foster Family Agency, Sacramento County Department of Behavioral Health, Chicks in Crisis, Stanford Sierra Youth and Family Services and American River College. Two county resource parents have also participated in a few meetings during this reporting period.

Strategy 4, implemented to address Outcome Measure S1, maltreatment in foster care, is to convene and utilize a workgroup to discuss the data findings in order to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care. During this report period, the workgroup met to further assess and identify the causes of the rate of maltreatment in foster care. Due to the COVID-19 pandemic, the workgroup continued to meet virtually the third Friday of every other month from June to December 2020. The August 2020 meeting was cancelled due to having light agenda items. In June 2020, the co-chair from the Child Abuse Prevention Council (CAPC) left the workgroup, and the position was filled in February 2021 by another member from CAPC. Workgroup participation varied over the year and included members from Child Welfare; Probation; Department of Human Assistance; Child Abuse Prevention Council; Sacramento County Office of County Counsel; a Sacramento County resource parent; and placement agencies Stanford Sierra Youth & Families and the Sacramento Children's Home; and a representative from the CPS Oversight Committee.

Probation

Probation continues to collaborate and partner with Department of Child, Family and Adult Services (DCFAS), Behavioral Health Services (BHS), Community Based Organizations (CBO) and Foster Family Agencies (FFA). Probation continues to also participate in multiple collaborative meetings, workgroups and committees such as Probation Advisory Committee, Families First Prevention Services Act Committee, Cross Systems Wraparound meetings, FFA and Short Term Residential Therapeutic Program (STRTP) director meetings, Foster Youth Partnership meetings, AB 2083 Interagency Leadership Team (ILT) and Advisory Team (AT) meetings, SIP workgroups and Therapeutic Foster Care workgroups designed to improve outcomes for youth and family. The partnerships and collaboration are instrumental in our strategy to increase the number of children placed in non-congregate care settings and improve the overall performance measures for outcome measure P1- Permanency within 12 months of entry into foster care and 4B Least Restrictive as an initial placement.

Due to the pandemic, Probation was unable to participate in a large stakeholder meeting. However, to gain specific and necessary feedback to assist in improving our outcome measures for both P1 – Permanency within 12 months of entry into foster care as well as 4B Least Restrictive as an initial placement, Probation initiated a process to contact its stakeholders individually to receive and evaluate the provided feedback.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

The County's official data source for outcomes is UC Berkeley California Child Welfare Indicators Project (UCB CCWIP). The County's performance is measured as defined by the Child and Family Services Review (CFSR) 3 outcomes and methodology. The baseline performance for each outcome measure is Quarter 3 of 2016. All current performance is based on 2020 Quarter 3 data.

Child Welfare

S1: Maltreatment in Foster Care

The national standard for Outcome Measure S1, Maltreatment in Foster Care, is a rate of 8.5 or lower. Baseline data from Q3 2016 (October 1, 2015- September 30, 2016) showed a rate of 8.74, and while this rate was only 3% above the national standard of 8.5, performance over the duration of the SIP increased to its highest in Q3 2018 when the rate was 16.25. Current performance from Q3 2020 (October 1, 2019- September 30, 2020) reflects a rate of 4.99, a 43% improvement from the baseline and 42% above the national standard. The number decreased from 66 incidents at baseline to 24 incidents in Q3 2020.

No current barriers or challenges have been identified that may negatively impact performance in this area. As previously reported in Year 3 and continued to show impact in Year 4, systemic issues that contributed to the improvement of the S1 Outcome Measure included:

- A revised 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

These practices, in addition to more frequent qualitative case reviews (addressed more in the Status of Strategies section of this report) to look for trends among occurrences of maltreatment, continue to be in place to accurately distinguish between incidences of maltreatment that occurred while a youth was in care and incidences that occurred prior to care, but reported while a youth was in care.

S2: Recurrence of Maltreatment

Sacramento County's current performance in Outcome Measure S2, Recurrence of Maltreatment, has improved since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2014 - September 30, 2015) was 10.2%. According to the UCB CCWIP, the current performance in Q3 2020 (October 1, 2018 - September 30, 2019) is 9.3%. This reflects a decrease of 8.7%. For the current period, the change needed to meet the national standard of less than or equal to 9.1% is a decrease of 5 children.

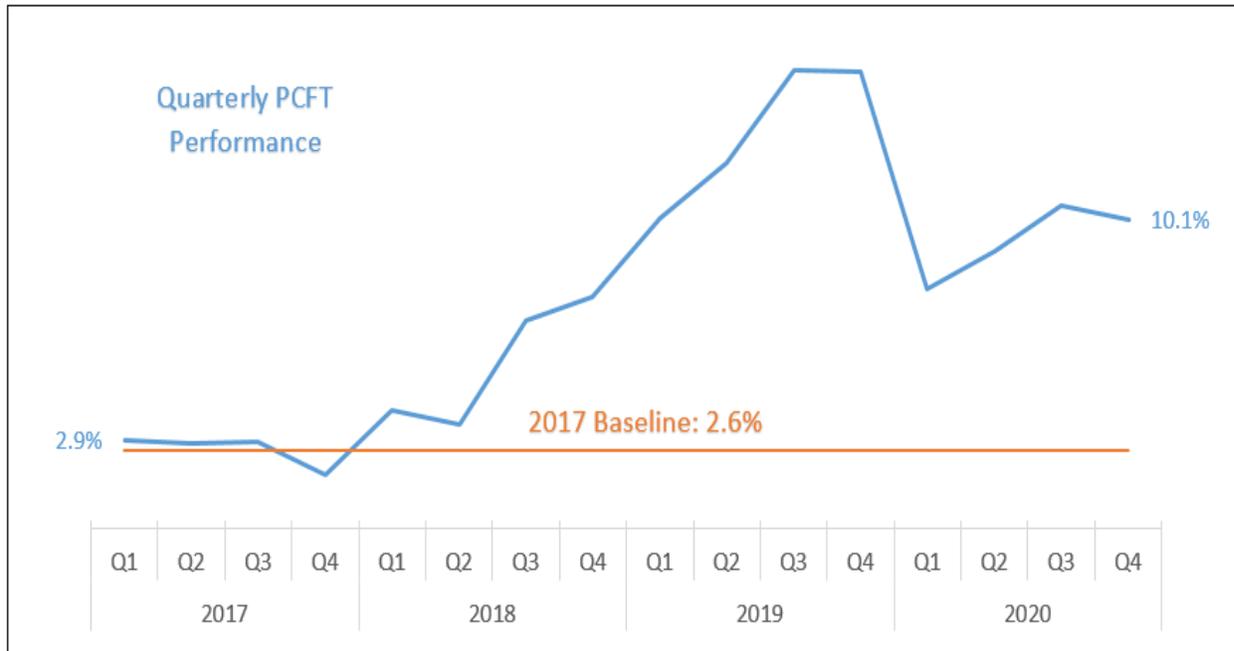
In 2020, Sacramento County received 11,805 (24%) less calls to the hotline reporting child abuse and neglect allegations when compared to 2019. The average number of new referrals open for Immediate Response and 10-Day Response referrals was 788 in 2019 (January 1, 2019-September,

30, 2019). For the same timeframe in 2020, CPS opened an average of 742 referrals for investigation per month, a difference of only 6%. However, in the months of March, April and May specifically, referrals dropped 26%. It is thought that this decrease in referral investigations (which would result in fewer referrals to substantiate maltreatment) contributed to the slight improvement in the S2 performance.

Lower caseload averages may have impacted the performance in this measure. As previously reported, caseload averages have decreased in Emergency Response (ER) over the past five years. The average number of new ER investigation assignments per month was 18 in 2014. In 2019 and 2020, ER social workers received an average of 13 new investigations each month. Lower caseloads allows social workers the ability to spend more time with families, increasing their engagement efforts, and developing better safety and aftercare plans. Caseloads for 2020 ranged from 10 to 16 referrals per month, with a significant decrease in the months of April, May, and June. As referrals started to increase in the summer, staff availability also decreased, with August seeing the lowest staff availability at 46%. CPS will continue to assess the distribution of investigation assignments more closely due to the impacts the pandemic is having on the workforce. The goal is to keep assignments at a manageable level for investigating social workers while ensuring child safety, permanency, and well-being.

Further, Sacramento County's strategy to improve recurrence of maltreatment is the implementation of Child and Family Team (CFT) meetings throughout the continuum of Child Welfare. In January 2018, Sacramento County CPS officially switched from the Team Decision Making meeting model to Prevention Child and Family Team model. Furthermore, Sacramento increased the number of meeting facilitator positions from three to five. During 2018, these facilitators serviced both Emergency Response (ER)/Informal Supervision (IS) and Permanency services. Then in 2019, Prevention CFT meetings serviced just the ER/IS programs. Data shows increased utilization of Prevention CFT meetings with substantiated referrals before closure starting in 2018 and peaking in 2019. Then in Q1 2020, there was a noticeable decline, which appears to coincide with the start of the pandemic. The chart and graph below lists the percent of referrals with a Prevention CFT meeting for year 2017 (baseline) as well as years 2018, 2019 and 2020.

Year	Quarterly Performance (Calendar Year)				Annual Performance
	Q1	Q2	Q3	Q4	
2017	2.9%	2.8%	2.8%	1.8%	2.6%
2018	3.9%	3.4%	6.8%	7.6%	5.3%
2019	10.1%	11.9%	15.0%	15.0%	12.9%
2020	7.9%	9.1%	10.6%	10.1%	9.4%



Lastly, as previously reported, the S2 workgroup planned to conduct a study on linkages to community-based services after a Prevention CFT meeting. The hypothesis is that families who have a higher level of engagement utilizing the CFT process develop better after care plans within the CFT meetings, and thus have improved linkages to community-based services to prevent further maltreatment. The focus population were to be children who had a substantiated initial allegation with a risk level of “high or very high” and received a disposition of “situation stabilized”. Once a focus population completed a Prevention CFT meeting, and an action step included linking the family to a community partner, the Department planned to tag this family for the study. Unfortunately, further work on this study was put on hold due to a need to shift resources to address the COVID-19 pandemic and the impact to Emergency Response Social Worker workforce. The S2 workgroup regrouped in late 2020 and decided to focus efforts on educating the workforce regarding the benefits of utilizing Preventions CFT meetings. Training will include data, such as linking CFTs to outcome measure S2, and bringing in the voice of families who had a Prevention CFT meeting.

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P3: Permanency in 12 Months for Children in Care 24 Months or More

Sacramento County’s performance in Outcome Measure P3, Permanency in 12 Months for Children in Care 24 Months or More, decreased 17.7% since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 28.3%. The current performance in Q3 2020 (October 1, 2019 - September 30, 2020) is 23.3%, which is below the National Standard of 30.3%. Last year, Sacramento was at 43.1% for Q3 2019 (October 1, 2018 to September 30, 2019). Therefore, performance in this outcome measure decreased by 46% from the prior year.

At this time, Sacramento County has not met the goal and dropped below the national standard in this outcome area for the first time in three years.

The impact of COVID-19 on the courts is believed to have greatly affected this data outcome. Sacramento County courts were closed down in March, not reopening for months. In addition to the inability to transition a family out of the system, including the inability to finalize adoptions and guardianships (due to no court), many other factors played a role in this outcome decrease, including: the disruption and change in system structure to pivot during COVID to include use of virtual meetings; lack of visitation for families; new families added to staff caseloads; and increase of angst and workloads with staff.

The P3 workgroup continued its work towards improving performance in this area. Focus remained on the strategy of Intensive Family Finding and to draw upon lessons learned from data analysis and system examination for identification of both best practices, as well as practice gaps. However, intensive family finding is one of a multitude of permanency-driven practices in place for children and families. As previously reported in Year 3, prior improvement in this outcome is likely the result of intensive family finding, as well as the merger of the Family Reunification and Long Term Placement programs several years ago. Additionally, there has been an increased focus on the population in care for at least three years, multiple forms of teaming, and the even greater recent emphasis on family finding and permanency being everyone's responsibility under the Continuum of Care Reform (CCR).

As mentioned in the Year 3 report, Sacramento continued implementing practices that promote early engagement of relatives, such as the Family Engagement Social Workers (FES), previously known as Relative Engagement Specialists. FES conduct intensive family finding early in a family's involvement with CPS, with a goal to increase the likelihood of placement with a relative.

Sacramento County also utilizes Cultural Broker partners. The Cultural Broker program is specifically designed to support African American families from entering foster care, as well as engagement in reunification services. Cultural Brokers act as advocates and support to the parent and the Department. Cultural Brokers work with and alongside the family, court, and Social Worker to support reunification efforts, including attending court hearings and attending CFT meetings. Additionally, Cultural Brokers now provide supportive services to parenting youth in Extended Foster Care (EFC) to prevent a generational cycle of CPS involvement.

Further, children who are unable to be placed with a relative within 30 days of removal have continued to be referred to an Intensive Family Finding partner for additional efforts at identification, outreach, and engagement. Permanency Case Reviews (PCR), a teaming practice that keeps the population of children in care for 24+ months in the forefront, have also continued. In this reporting period, the PCR model has been enhanced with stronger data collection methods focused on youth in congregate care, as well as an emerging quantitative and qualitative quarterly reporting timeline and format.

In addition, children have continued to be served under the Destination Family (DF) partnership. DF specifically serves children with barriers to permanency after reunification services have terminated, by providing intensive family finding, engagement, and targeted child-specific recruitment efforts. Based on the criteria for the program, most children served through the DF partnership fall under this outcome measure, as they have been in care for 24 months or more.

Sacramento continues to have several other interventions and practices in place that support an increased focus on the exploration of relative placements and/or permanency. These include: weekly internal shelter update reporting regarding the placement efforts made on behalf of children at the Temporary Shelter Care Facility (TSCF) and daily internal communication regarding placement efforts for children without placements, Child and Family Teaming, Safety Organized Practice (SOP), and housing services for parents through the Bringing Families Home (BFH) program.

Additionally, internal provisions are in place to help identify and address underlying staff bias, to promote relative engagement/placements and permanency. Some examples, as stated above, are monthly Permanency Case Reviews facilitated by the Program Manager, and mandatory manager-level consults and approval prior to recommendations for bypass of reunification services to parents, prior to Resource Family Approval (RFA) denials of both relatives and non-relatives, and prior to recommendations not to place children with kin.

Sacramento also partnered with Casey Family Programs for the Kids Going Home (KGH), which focuses on stepping children down from congregate care placements and includes a component of intensive family finding. In the early stages of KGH, a collaborative case review process was mapped out to bring together services providers, staff, and program leadership to identify supports, interventions, and strategies to step youth down and transition out of higher levels of care to home-based settings.

Although there continues to be opportunity for further improvement in this outcome area, Sacramento is confident that with the courts pivoting to virtual hearings and addressing backlogs, performance will return to meeting or exceeding the national standard for securing permanency for children in care 24 or more months. Sacramento's pre-COVID performance in this outcome area met or exceeded the standard since the Year 1 SIP Progress Report (Q3 2017 data).

P4: Reentry to Foster Care

Sacramento County's performance in Outcome Measure P4, Reentry to Foster Care, improved by 26.5% since last year, but continues to be 19% higher than the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2013 - September 30, 2014) was 14.7%. The current performance in Q3 2020 (October 1, 2017 - September 30, 2018) is 17.5%. There have continued to be fluctuations, of which the most notable was between last year (Q3 2019) at 23.8% and the current quarter (Q3 2020) at 17.5%. While current performance represents improvement in the preferred direction, it remains higher when compared to earlier quarters (Q3 2017 at 13%;

Q3 2018 at 13.2%).

In the previous year (Q3 2019), the number of children who entered foster care in a 12-month period and then discharged within 12 months to reunification or guardianship (denominator) had steadily decreased from 735 (baseline) to 467, a reduction of 268 children (36%). In the current quarter (Q3 2020), there were 474 children, which was a slight increase of 7 children.

In the current quarter (Q3 2020), the number of children in the denominator who re-entered foster care within 12 months of their discharge from foster care was 83 children, which was an improvement since the baseline Q3 2016 (108 children) and last year Q3 2019 (111 children). Sacramento County would need to see a reduction of 44 children to meet the national standard in the current reporting period Q3 2020.

At this time it is unknown if the current Q3 2020 performance improvement of 26.5% since last year (Q3 2019) represents significant practice changes; however, there were several interventions implemented during the most recent cohort entry in 2018, including: Cultural Brokers to develop supports and help Black families reunify (February 2018); Family Engagement Social Workers to assist with family finding and relative placements (March 2018); safety planning workshops in the Emergency Response (ER) program (commenced in November 2018); Wraparound services (which provide strength based, family centered intensive services to high needs youth to return home or to another permanent family setting) were extended to the ER program; and Birth and Beyond (B&B) Family Resource Center staff were invited to Team Decision Making meetings in ER to facilitate connection to community based services after CPS intervention concluded.

P5: Placement Stability

Sacramento County's performance in Outcome Measure P5, placement stability, has improved since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 5.2 placement moves per 1,000 days in care. Sacramento County progressively made improvement in the last three quarters. In Q1 2020 the rate of placement moves dropped to 3.93, and in Q2 2020, Sacramento's rate improved to 3.48 placement moves per 1,000 days in care, which marked a 33% change from the baseline and was below the national goal by 86 moves. Sacramento had a slight increase during the current Q3 2020 (October 1, 2019-September 30, 2020), but remained at a 3.63 placement moves per 1,000 days in care, meeting and exceeding the national standard of 4.12 or less placement moves per 1,000 days.

As mentioned previously, Sacramento County had notable improvements in meeting and exceeding the national standard during the last three quarters of 2020. Since the last reporting period, there were continued efforts to ensure data is entered correctly into the Child Welfare Services/Case Management System (CWS/CMS) whenever a resource parent's approval is finalized and the child remains in the same placement, so that the change is accurately depicted as an approval change, and not a placement change. The prior practice may have historically negatively impacted placement

stability rates.

During this reporting period, one systemic issue that may have contributed to the improvement is the overall decrease in the number of children in care. The decrease in the number of children in care may be related to the work being done in general to prevent children entering care by utilizing programs such as Informal Supervision, which affords CPS the ability to work with families on a voluntary basis to address issues that brought the children to the attention of CPS. Informal Supervision has historically assisted families in collaborating with CPS social workers and community partners to maintain children in the home while parents participate in services.

Additionally, the Cultural Broker Program and the Community Incubator Lead (CIL) Program, which are both part of the Black Child Legacy Campaign, have also likely contributed to Sacramento's improvement in preventing children from entering care, and prevented court involvement. Sacramento is currently exploring how to evaluate the success of the Cultural Broker Program that is specifically dedicated to reduce child deaths and to address the disproportionate rate of African American children entering care. For additional details, please refer to the Black Child Legacy Campaign section of this report.

Another likely positive contributor to the improvement in this outcome is the use of CFTs throughout the life of a case, which allows for involving the family at every decision point that may affect placement stability. It allows for accountability for all members of the Child and Family Team and is an inclusive way that allows families, their support system, formal partners, and CPS to support the family in making the changes necessary to maintain the child's placement, if possible. During this reporting period (October 2019- September 2020) there were a total of 722 CFTs held, of which 120 were related to potential placement moves, among other issues addressed at that CFT. During the 120 CFTs the placement decisions were as follows:

- 18 move to less restrictive setting
- 13 move to more restrictive setting
- 38 maintain in same level of care, but change placement
- 51 maintain placement

One positive data point is a large number of the meeting decisions were to maintain a child's placement, or to move the child to a less restrictive setting. Additionally, because CFTs are convened for various reasons, it is possible placement was one of many issues discussed and not all CFTs that addressed potential placement changes were documented.

Further, similar to the last reporting period, CPS made significant efforts in locating relatives/NREFMs early in the investigation through the use of Family Engagement Social Workers, and there is a strong emphasis on locating placement with a relative/NREFM whenever possible. In the alternative, efforts were always made by the Centralized Placement Support Unit (CPSU) to place children in a resource family home and minimize the use of shelter care at the Children's Receiving Home (CRH) whenever

possible.

Other practices that may have contributed to improvement include:

- Reduced use of the Sacramento County shelter care provider (Children’s Receiving Home [CRH]) to no longer take placements of youth who chronically go absent without leave or children who do not meet criteria to enter into their STRTP
- Gift cards provided to resource homes that can be used to address immediate needs, such as clothing

Probation

P1 Permanency In 12 Months-Probation

Probation’s performance in Outcome Measure P1, Permanency in 12 Months of Entry into Foster Care has increased from the baseline by 3.7% according to the official data from UCB CCWIP. The baseline performance for Q3 2016 (10/1/14-9/30/15) shows 15 out of 114 (13.2%) achieved permanency within 12 months of entry into foster care. The national standard is 40.5%. The current performance for comparison data Q3 2020 (10/1/19-9/30/20) shows 12 out of 71 (16.9%) Probation placement youth achieved permanency in 12 months.

During the previous Progress Report, it was discovered erroneous data was being recorded as the official data of UCB CCWIP. In order to ensure data is entered and recorded accurately in UCB CCWIP, a Supervisor and Administrative Service Officer conducted quarterly audits of the client level data entered into CWS/CMS, in addition to monitoring the data entered by staff into CWS/CMS monthly. Ongoing training, quarterly audits and monthly monitoring of data entry into CWS/CMS supported the accuracy of data entry and allowed Probation staff an opportunity to correct data entry errors prior to the official recording of static data by UCB CCWIP at the end of each quarter.

The comparison chart below illustrates our performance data during the current SIP cycle. Using a rate of 131.5 per 1,000 Probation Placement Youth (baseline) and 169.0 in Q3 2020, we achieved an increased rate of 28.4 % per 1,000 youth. Overall, we show an increase in our performance in Q3 2017, Q3 2018, Q3 2019, and Q3 2020 compared to our baseline data in Q3 2016.

UCB CCWIP Quarters*	% Reunified	Numerator	Denominator	Rate compared to baseline**	Rate compared to previous years**
Q3 2020	16.9%	12	71	28.4%	-11.9%
Q3 2019	19.2%	14	73	45.4%	-23.3%
Q3 2018	25%	14	56	89.3%	+63.5%
Q3 2017	15.3%	13	85	15.9%	+16.2%
Q3 2016 (Baseline)	13.2%	15	114	131.58	NA

*Data pulled from UCB CCWIP website

**Rate is per 1,000 youth

The implementation of the placement Intake Unit as an action step in the 2012-2017 SIP cycle along with the incorporation of Child and Family Teaming in January of 2018 has strengthened Probation's process and ability to identify a STRTP, Foster Family Agencies (FFA) or Resource Family (RFA) that can meet the complex individual needs of Probation foster youth and provide the necessary services to reunify the youth with their parents or guardians as quickly as possible.

During this cycle, Probation implemented a significant operational change to the Placement Intake process with Child and Family Team Meetings occurring post-adjudication and prior to disposition. Once a Juvenile Court case carrying officer determines a placement recommendation may be in order, the case is informally staffed with a Juvenile Court Supervising Probation Officer (SPO) and then staffed with the Placement Intake SPO for the Intake Officer to schedule a CFT. The CFT plays a vital role as a support network for both the youth and relatives while also identifying potential resource family caregivers. Expanding CFTs as the hallmark of family engagement early on in the court process can help preserve and stabilize families at all stages of their child welfare involvement. Although CFTs can be modified to fit the individual unique situation of each family. Some of the foundational tenants of CFTs include:

- Strength-based, solution focused team members who are guided to value the youth and family's voice, choice, and preference.
- Inclusive of family members, including extended family and non-related family-identified neighbors, friends, and community members. It especially involves those who can contribute

to the long-term well-being of the children.

- Non-oppressive practices that encourage the team, including the child and family, to identify strengths, state possible concerns or worries, discuss the issues, and to consider alternative solutions.

When Placement is the recommendation by Juvenile Court, an Administrative staffing occurs with Administrators and Supervisors from Juvenile Court, Youth Detention Facility, Juvenile Field and Placement Services. The case staffing involves evaluating facts of the allegations, family dynamics, school adjustment, involvement with child welfare, detention adjustment, trauma, youth and family strength and needs, available services in the community and previous Juvenile Field services. The assigned case carrying officer presents the case and makes a recommendation based on their investigation and the information gathered during the CFT. Division representatives collectively determine an appropriate recommendation, while simultaneously the Intake Placement Officer begins gathering the information for packet referrals to a STRTP or RFA. This process will continue until the youth is placed. Through the pre-dispositional CFT operational change, youth in custody may spend less time in custody after disposition. Thereby, the youth's overall time in custody prior to placement may be reduced.

Multidisciplinary Team Meetings, which include a group of professionals from one or more disciplines who together make decisions regarding a recommended treatment and the ongoing teaming and collaboration with the youth, family and natural supports during Child and Family Team Meetings contributed to our increased rate of 28.4 in Q3 2020. Other factors that contributed to the increase were monthly Supervisor reviews and detailed case conferencing at the 6, 9, and 12 month timeframes for each youth with a placement commitment.

The number of entries into foster care decreased from 73 in Q3 2019 to 71 in Q3 2020, which is dramatically below the baseline of 114 in Q3 2016. This is due to Probation's commitment to maximize community based resources that stabilize families and prevent removal including: Cognitive Behavioral Therapy, Functional Family Therapy (FFT), Hi-fidelity Wraparound, Multi-Systemic Therapy (MST), and trauma focused programming Trauma informed care continues to be at the core of Probation's work which includes teaming with youth and family, targeted and individualized case planning, cross system's collaboration, transition planning and partnerships, and coordinated service planning and delivery such as MDTs and CFTs.

Challenges to P1 Permanency in 12 Months

Probation's barriers to meeting the national standard of 40.5% in outcome measure P1-Permanency in 12 months from entry into foster care continue to be attributed to the following:

- Probation's population of juveniles who sexually offend;
- Probation's population of youth in foster care with warrant/abscond status;

- UCB CCWIP methodology in timeline calculation for removal into foster care;
- Declining inventory of Short Term Residential Therapeutic Programs (STRTP);
- Probation’s population of youth nearing the age of majority and Extended Foster Care Services eligibility;
- Youth with no prior history of being in foster care being ordered by the Court into placement for the sole purpose of participating in Extended Foster Care Services; and
- Individualized needs of Probation foster youth.

Juvenile Sex Offender treatment in Short Term Residential Therapeutic Programs continues to exceed 12 months and typically extends from 18 to 30 months, depending on the individualized needs and services of the youth. In Q3 2020, Juvenile Sex Offenders account for 15.5% of youth that did not achieve permanency within 12 months of entry into foster care. This percentage is very similar to the percentage for Q3 2019, which was 15.7%.

When youth abscond, it creates a significant barrier to achieving permanency within 12 months of entry into foster care. As explained in our SIP Progress Report for year 2, permanency timelines are not suspended during periods of abscond. Analysis of the warrant cases in Q3 2020 revealed 29.6% of youth in this period had one or more episodes of absconding from their placement program and did not achieve permanency within 12 months of entry into foster care. This is a decrease from Q3 2019’s 45.2%. Probation’s efforts to reduce abscond episodes both in number and in length of time include convening a Child and Family Team meeting at the following timeframes:

- Prior to initial placement to effectively match the youth to a STRTP, FFA or RFA and create a strength-based case plan;
- Within 60 days of placement into their STRTP, FFA or RFA to solidify the strength-based case plans in order to achieve goals to timely permanency
- To stabilize placement and address triggers on an emergency basis; and
- Every six months at minimum to ensure the treatment goals are being achieved and all the needs are being met in a timely manner.

On average, Probation foster youth remained in care a total of 50 days before absconding, which is a slight improvement from last year’s 44 days. However, the average length of time for each abscond episode increased from 52 to 73 days per youth. A survey of youth having abscond status during the current reporting period disclosed commonalities and reasons for absconding. The common reasons for absconding were: fearing consequences for their behavior, not wanting to follow the rules of the placement, having poor relationships with other peers in the placement, not having the skills to resolve conflicts with the program staff, and not wanting to be in placement and away from their family. Probation understands the importance of addressing the needs, emotions, fears, and trauma of placement foster youth as well as including the voice of the youth in the case plan in order to stabilize them in their treatment and to prevent absconding.

From October 2019 to October 2020, Placement officers convened and facilitated 286 Child and Family Team meetings, an increase of 96 from the prior Progress Report. The Intake Placement Officer facilitated 79 CFT meetings to identify needs and services in order to determine a STRTP, FFA or RFA that could adequately address the immediate needs and services of the youth. The case carrying Placement Officer facilitated 184 CFT meetings to develop strength-based case plans, identifying goals and objectives to achieve timely permanency, an increase of 89 from the prior Progress Report. Placement Officers facilitated 23 CFT meetings to stabilize placement.

The overall percentage of emergency CFT meetings resulting in placement stabilization was 46.7% for youth in P1, P2 and P3. While Probation has increased the number of Child and Family Team meetings facilitated overall, we are still not yet able to convene a CFT meeting for every triggering event due to a lack of staffing resources. The increased number of emergency Child and Family Team meeting facilitations resulted in the stabilization of almost half of the placements for those youth needing an emergency CFT. Despite staffing reductions, the use of virtual platforms may aide in Probation's goal in closing the gap to facilitate the CFTs more frequently. Virtual/remote CFTs may be conducted at the onset of triggers in the hope that more youth will be stabilized in their placements thus preventing abscond behavior and improving permanency outcomes.

As previously reported, the methodology in timeline calculation is another challenge for Outcome Measure P1. As referenced in the Year 2 and Year 3 SIP Progress Reports, the removal date for Probation youth is the date of arrest and booking into detention. The Court process following removal is often lengthy and youth remain detained for a variety of reasons, including safety to self and members of the community. During this time period, the youth has not been ordered into foster care and therefore, Placement Services are not working with the youth towards achieving rehabilitative and permanency goals. A review of cases from Q3 2019 to Q3 2020 shows a slight decrease to an average of 71 days before court proceedings are resolved and a disposition is determined in the youth's case, creating significant impact to our outcome in P1. Probation is not able to alter the Court process. However, in order to help reduce the overall timeline on cases where Probation's recommendation to the Court may be placement, Probation has initiated conducting the CFTs prior to disposition with the intention of reducing the time the youth is in custody after disposition. Thereby, the youth's overall time in custody prior to placement may be reduced.

In May 2020, Probation discontinued all out-of-state placements. While efforts continue within the Continuum of Care Reform (CCR) our highest priority remained ensuring the well-being and safety of our youth. This significant change was due to the history of poor outcomes, inability to provide effective oversight, lack of information sharing, and the inability to do what is in the best interest of youth under our care.

With many group homes unable to adequately complete the transition to a certified STRTP, the reduction in inventory has generated longer periods of detention for youth while appropriate

placements are sought. This has led to an additional 30 days in custody on average per youth post-placement order and an increase in the YDF population. This increase is not only costly, but also not in the best interest of youth as it is solely a detention space.

Another factor that may have further impacts is de-certification of out-of-state placements. In 2020, CDSS initiated a re-review of all out-of-state group homes (OOSGHs) certified by CDSS. The re-review found patterns of certain OOSGHs failing to meet California standards, including improper and unwarranted use of restraints, poor use of de-escalation interventions, and preventing youth from leaving facilities against their will, among other issues. As a result, the state made a determination in December 2020, to decertify all of the out-of-state programs. Any youth placed out-of-state were required to transition out of those programs within 45 days from the date of the program's letter. At that time, there were approximately 110 out-of-state foster youth affected between probation and child welfare that needed new placements in California.

The inventory of Short Term Residential Therapeutic Programs (STRTP) has and will continue to impact Probation's ability to achieve permanency in 12 months. The process of conversion to STRTP has been a lengthy and sometimes difficult one with a first step to be provisionally licensed and a subsequent process to attain a full licensure. The STRTP options for placement have reduced and Probation continues to compete with other placing agencies throughout the state for the limited number of placement openings. On average, placement youth waited for placement an average of 26 days post disposition for a placement. As previously stated above, Probation is anticipating the waiting period may be reduced due to the pre-disposition CFT and Placement Intake process change.

Extended Foster Care eligibility and the individualized educational needs of youth continue to impact timely reunification in P1. As explained in our previous progress reports, 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 Extended Foster Care Services. Analysis of the data shows 19.7% of youth in Q3 2020 were 17 years old and approaching the age of majority. This population of older youth would therefore benefit from Extended Foster Care 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 Extended Foster Care 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.

There has also been an increase of juvenile justice youth with no foster care history being ordered into placement by the Court for the sole purpose of participating in Extended Foster Care Services.

This is occurring at or close to the time the youth reaches the age of majority. A deeper client level analysis during the referenced period found 7.4% of youth fell into this category.

Noteworthy are findings with the additional client level analysis during the referenced period. Due to their pending disposition to the Division of Juvenile Justice (DJJ) 1.4% of youth did not achieve permanency in the referenced period. In those cases, Probation recommended DJJ as the most appropriate option to provide adequate services to meet the needs of the youth. Despite Probation's recommendation, the Court ordered out of home removal to placement. The Court subsequently committed those youth to DJJ following violations and failure to comply with their Placement treatment programs. Those youth remained in foster care pending the lengthy court process, which adversely affected the permanency in timeline in P1.

Analysis also revealed 2.8% of youth stepped down to home-based care with resource families after completing an STRTP. The youth in this population could not achieve reunification as there were no parents/guardians or family members willing or suitable to provide care for them. Placement with a suitable, trained, and willing resource family was in the best interest for youth in this category as it provided the most stability and permanency possible.

4B Least Restrictive (Entries First Placement: Group Home)-Probation

Our goal is to achieve a 2% percent increase annually in Measure 4B for the 5 Year SIP. UCB CCWIP data for Q3 2016 shows the initial placement for 95.5% of Probation foster youth was in congregate care setting. 2.5% were placed initially with relatives and no Probation youth were initially placed in foster homes or with foster family agencies. Comparison data for Q3 2020 indicates the initial placement for 96.9% of Probation foster youth was in a congregate care setting and 3.1% was initially placed in foster homes. Of our entire juvenile justice population, placement accounts for only 6.5%, which is significant. We are not placing youth at the rate we once did and unlike many other counties, Sacramento does not have a camp or a ranch. Therefore, probation remains focused on community-based approaches whenever possible while keeping public safety at the forefront.

Point in time least restrictive data has increased from 10/1/19 to 10/1/20. On 10/1/19, 0.6% were placed with relatives, 1.3% were placed in foster homes and 1.3% were placed with foster family agencies. A year later, on 10/1/20, 2.3% were placed in foster homes and 1.5% were placed with foster family agencies, totaling 3.8%, an increase of .6% from 10/1/19. Probation believes that holding the initial placement Child and Family Team meeting prior to disposition for youth, whom Probation will be recommending placement, will assist in identifying and assessing possible relatives as the first option for placement if appropriate.

Challenges to 4B Least Restrictive (Entries First Placement: Group Home)-Probation

Systemic challenges continue to make home-based care as an initial placement or step-down option for Probation foster youth an ongoing challenge. As noted in our previous progress report, the regulations from surrounding states impede our ability to place with family members or non-relative extended family members out of state because Probation continues to not be recognized as a “placing agency” in these jurisdictions. Additional systemic factors include the rigorous requirements to be approved as a Resource Family, particularly for prospective parents who feel it is intrusive and invasive especially for youth nearing the age of majority.

An additional barrier relates to the complex needs of Probation foster youth and the challenges with our ability to place youth with a Resource Family without first addressing their treatment needs through therapeutic interventions in a Short Term Residential Therapeutic Program (STRTP). Analysis of cases in the reference period revealed 31% of youth that entered care had adjudications for violent offenses, 11.3% involved use of a weapon including a firearm. 15.5% of youth that entered into care were adjudicated for juvenile sex offenses.

- 13 – Assault/Great Bodily Injury (GBI)/Threats for GBI/Battery/Domestic Violence (18.3%)
- 1 – Drug Possession (1.41%)
- 1 – Driving Under the Influence (1.41%)
- 3 – False Identification (4.22%)
- 11- Juvenile Sex Offender (15.5%)
- 5 – Possession of Firearm (7.04%)
- 3 – Property Crime (46.5%)
- 2 – Use of Pepper Spray (2.8%)
- 1 – Vandalism (1.41%)
- 1 – Unknown (1.41%)

In our experience and assessment of Probation foster care cases, the vast majority of Probation foster care youth would not benefit from placement with a Resource Family as an initial placement without previously providing appropriate therapeutic interventions to address their individualized treatment needs. Often times, an STRTP can address the complex needs of the youth including individual counseling and family counseling with a proposed Resource Family to address boundaries, expectations and issues prior to placement. It also provides an opportunity for the youth to bond with the proposed family through scheduled passes that lead to a smooth and seamless transition into the RFA home. When treatment needs have been addressed and family counseling has been initiated, overall success with the transition to Resource Family placement increases.

In Fiscal Year 2018-2019, Probation developed and implemented a revised Foster Parent Recruitment Retention and Support (FPRRS) Plan to increase home-based care for Probation foster youth as an initial placement or a stepdown after completing an STRTP. Components of the

plan included intensive family finding, caregiver support, outreach and community collaboration, media campaign, training, and technical assistance in the recruitment and retention of resource families. The overall goal was to bring awareness of the need for resource families for Probation youth, educate about the process, dispel myths, address concerns associated with Juvenile Justice involved youth, and explain the role Probation Officers play in supporting resource families. Currently, we have 19 Resource Families and FFA homes willing to provide care. It is noteworthy that 9 of those are child-specific Resource Families identified through family finding. We also have 2 prospective RFA families working towards certification with one of them being child-specific. Our focus on child-specific homes appears to be our most promising option for increasing the number of our RFA homes. With that in mind, Probation has focused on completing family finding prior to disposition, providing comprehensive caregiver support, and providing a single point of contact for caregiver issues. Since the launch of the campaign, we increased our overall inventory by 380%, from 5 to 19.

The FPPRS funding allocation allowed Probation to continue with our FPPRS campaign during FY 2019-2020, prioritizing efforts toward intensive family finding, child specific recruitment with a relative or non-relative extended family member, and the retention and support of Resource Families and FFA. When a referral is made for family finding, our FPPRS Officer initiates a search in the Seneca Family Finding database to make connections with relatives and non-relative extended family members to identify a willing individual to go through the RFA process. Other means utilized to locate and identify relatives or permanent connections are through conversations with the youth and the youth's family members. At times, online resources such as social media have been useful to locate additional family members.

Barriers to becoming a resource family frequently include the willingness of the family to allow agencies into their home, mistrust of government agencies, capacity within the home for the youth, limited financial resources and poor relationships due to previous poor behavior by the youth. Once it is determined, a youth is unable to return home, Probation may look to our current inventory of RFA homes.

As previously stated, Probation initiated family finding prior to the pre-dispositional CFT, which gives the FPPRS officers time to complete the search in order to invite interested parties to the CFT, creating natural supports for the youth and RFA options.

In June 2020, our contract ended with Dr. Denise Goodman a nationally recognized consultant and child professional, in the area of recruitment and retention of resource homes with focused efforts of increasing capacity and support for resource families in County of Sacramento. Through the work with Dr. Goodman, we have learned the complex needs of many of our youth cannot be effectively addressed in a home-based resource family as the initial placement and an initial placement with an STRTP with appropriate treatment and family counseling improves the stability of a placement with a resource family. We learned the value of messaging our youth as "youth

served by Probation” who have or will complete treatment goals prior to being placed with a resource family. Additionally, conveying the message that these youth have experienced trauma and abuse similar to youth placed through DCFAS and discussing the opportunity to end a cycle of abuse has assisted in recruitment of RFA families. Most importantly, the practice of having the youth assist in identifying prospective RFA parents has been the most effective in not only locating the family but also in being a successful match for the youth.

Pushing to further innovate, Probation launched a public media campaign at the beginning of April 2019 through June 2019 and garnered interest from the community. Components of our media campaign FY 2018-2019 included:

- Commercial advertisement production and airing on a television station,
- Geofilter technology to target our audience with click through application redirecting interested viewers to our FosterAYouth.net website,
- Emails sent on behalf of Probation to viewers from the television station, and
- Advertisement via billboards, buses and Light Rail transportation.

Analysis of visits to our webpage revealed increased visits during the months of April through June, with our highest viewing in the month of June. While we generated interest, we unfortunately have not been successful with convincing interested individuals to take the next step and begin the application process to become a resource family. The FPRRS team continues to maintain connections and reach out to those interested individuals, persistently messaging our need for home-based care for Probation foster youth, and the support Officers will provide resource families from the application process throughout the entire placement of the youth with the resource family. We understand it may take several years before those interested individuals make the final decision to proceed with an application given this population of community members have no connection with our youth.

Child-specific recruitment through intensive family finding has proven to be more advantageous in achieving our goal of increasing inventory of resource families and Foster Family Agencies willing to provide care for Probation foster youth. As noted above, 9 of our 19 homes are child-specific. FPRRS Officers are instrumental in conducting family finding and in contacting and engaging the potential RFA families. They remain involved as an advocate for the RFA parent, ensuring and anticipating the needs of the youth and connecting them with the resources needed to meet the needs of the youth and the family. They also provide a single point of contact for any issues. FPRRS Officers participate in CFTs and establish a supportive relationship with the youth and the parent and, as a result of their diligence, the bonds between the FPRRS Officers and the families has assisted with motivating child specific resource families to open their homes and provide care for other Probation foster youth. As a result of the intensive family finding, recruitment, and retention efforts by the officers, Probation recruited a total of 7 additional resource families including foster family agencies willing to provide care for our youth in FY 2020-

2021 during this reporting period. The increase brings our total inventory to 31 since implementation of our FPRS campaign in September 2018. Additionally, Probation has placed a total of 34 youth with resource families

Response to the COVID-19 pandemic and related Public Health Orders limiting in-person contacts required our FPRS Officer to adapt to phone based recruitment efforts, explaining the process and the expectations as well as answering any questions from potential families. This continues to limit not only the depth of the initial connection, but also the scope of the connection. To assist in identifying prospective families, Probation has initiated Family Finding prior to the pre-dispositional CFT. This has helped in identifying prospective RFA families and inviting them into the CFT and planning process from the beginning of the placement order. One aspect of the family finding search includes conversations with the youth and the family. One barrier often found is the family does not identify any extended family members as possible RFA either because they do not identify them as an option or because they do not want others involved with their personal issues. Therefore, a Seneca search is conducted in order to complete an exhaustive search to identify all viable options.

Retaining the child-specific certified Resource Family is difficult. Child-specific Resource Families frequently are not interested in being an option for non-relatives. Other reasons for recent Resource Families not wanting to continue include the severity of the youth's negative behavior in the home, prior adoption of non-probation youth placed with them and a Resource Family transitioning to guardians of the youth placed with them.

Probation continues to provide resources in the form of gift cards for resource parents to purchase items for placed youth. These items include bedroom furniture, bedroom décor, bedding, laptops for distance learning, gaming systems for support during stay-at-home orders, clothing, shoes and hygiene items. Grocery store gift cards are also provided to each Resource Family upon placement of youth to support the Resource Family with stocking the home with groceries. FPRS has attempted to support all the needs of the Resource Families as much possible throughout the pandemic.

STATUS OF STRATEGIES

Child Welfare Strategies

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

Outcome Measure S2 – Recurrence of Maltreatment, and Outcome Measure P4 – Reentry to Foster Care, are the identified outcome measures to be improved by this strategy. Sacramento continues to not meet the national standard for both Measures S2 and P4. Currently, outcome measure S2 is at 9.3%, which is a performance improvement of 9.5% (when compared to the baseline in Q3 2016), and outcome measure P4 is at 17.5%, which is a decline of 19.2% since the baseline.

Child and Family Team (CFT) Meetings were fully implemented in January 2019. Due to the current performance period for S2 (10/2018-09/2019) and P4 (10/2017-09/2018) occurring prior to implementation of CFT meetings, it continues to remain too soon to assess their impact and effectiveness in respect to these outcome measures.

Action steps A-E were previously completed and reported on in Year 1, Year 2, or Year 3. Action steps F and I were scheduled for implementation. Action steps H, G, J, and K are ongoing through the SIP period.

Action Step F, to develop a CFT policy and procedure, was put on hold in Year 3 due to reallocation of staff resources towards the Sacramento County Child Welfare restructure pilot effort that commenced in November 2019. The restructure was suspended due to the need to focus resources on addressing the COVID-19 public health emergency beginning in March 2020. Subsequently, the CFT policy and procedure draft was completed and vetted with stakeholders. It was reviewed at the internal Policy and Procedure Task Force on March 11, 2021. The revisions suggested by the Task Force are underway and a second Task Force review is pending to approve the policy and procedure for finalization steps. A revision to this action step will be made to the completion date from December 2020 to June 2021.

Action step G, to train to the CFT policy and procedure, is directly related to action step F – develop a CFT Policy and Procedure. This timeline will also need to be extended due to the extension of action step F. Implementation for training will be extended from February 2021 to September 2021. Completion of Child Welfare staff training will be changed from June 2021 to January 2022 for 50% staff trained, and from September 2021 to April 2022 for 100% of staff trained.

Action step H, to implement CFT meetings during identified key decision points and CCR timelines, was previously implemented and reported in Year 2. This action step is ongoing through the SIP. In 2020, there were 586 Prevention CFT meetings and 773 Permanency CFT meetings held. There was a decline in overall meetings when the pandemic started. In 2019, there were 63 additional Prevention CFT meetings and 27 additional Permanency CFT meetings held when compared to 2020. As the CFT is required to provide input into the case plan, case planning meetings continue to be tracked in Emergency Response when families enter the Informal Supervision program and in Court Services prior to Disposition. Out of 773 Permanency CFT meetings, 365 were held for case planning. In 2019, there were 19 additional meetings held for case planning.

In October 2020, it was determined Release of Information (ROI) documents currently utilized in Permanency CFT meetings would also be required for Prevention CFT meetings, to address confidentiality. In November 2020, the Prevention CFT facilitators, supervisor and managers attended the first ROI training provided by the Office of County Counsel, to acquaint staff with the documents and review how to introduce/explain forms to parents and children. During the months of December 2020 and January 2021, facilitators participated in coaching sessions and discussions

with Permanency CFT facilitation staff to continue to develop tools and practice ROI explanation skills. In February 2021, the Prevention CFT facilitators participated in a second training with the Office of County Counsel in anticipation of piloting the ROI at Prevention CFT meetings. Emergency Response and Informal Supervision staff are slated to be trained on the practice in March 2021, with target start date for pilot in April 2021.

Action Step I is to develop a CQI mechanism/model to determine the effectiveness of the CFT meeting strategy and is in progress. As previously reported, Sacramento County continues to utilize the Efforts to Outcome (ETO) database to capture Prevention and Permanency CFT meeting data that CWS/CMS is unable to track. The plan is to develop a methodology to link the data between the ETO database and CWS/CMS. In April 2019, Prevention CFT (PCFT) meetings began using a Self-Satisfaction Survey that uses questions rated on a Likert scale of 1-5 and includes a comment section. The results continue to be positive, with an average participant rating of 4.5 in 2020. Participant comments from non-professional and professional attendees are utilized to enhance CFT meeting services and ensure team members' experiences are positive. In 2020, Prevention CFT meetings received numerous feedback from attendees via the Self-Satisfaction Survey. The following is a sampling of the comments received: "My opinion is it [Prevention CFT meeting] was professional and to the point. No judgements as to what happened but what was best for our child." - Biological Father; "[Facilitator] did an excellent job at summarizing all participant's comments which helped everyone better understand what was said. At the end, the legal guardian stated she realized some of the things she said could hurt the child and surprisingly said she would try to do better. The meeting was excellent in that all voices were heard and the child will benefit from the meeting." - Biological Mother; and "I think everything went great and things were talked about and everyone heard one another. It made sense to my sister and I think it really helped her understand more thoroughly." - Other Family Member. CFT meetings facilitated by contract providers are also using a Self-Satisfaction Survey that uses questions rated on a Likert scale of 1-5 and includes comment sections. To date results have also been positive, with an average participant rating of 4.56.

Additionally, the Prevention and Permanency CFT Meeting Teams will utilize a fidelity checklist based on the UC Davis Northern Regional Training Academy's (NRTA) Safety Organized Practice (SOP) infused version adopted by CDSS, but broadened to include the Core Practice Model (CPM). The statewide CFT Implementation Team is currently vetting and revising this tool for county use. The work under this action step is now expected to be completed in December 2021.

Action Step J, monitor progress utilizing the developed CQI mechanism/model at least bi-annually, is directly related to Action Step I – to develop a CQI mechanism/model to determine the effectiveness of the CFT meeting strategy. Due to the ongoing work of Action Step I, the implementation timeline of the CQI mechanism will also need to be extended from December 2020 to December 2021.

Action Step K is working with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT meeting participation. This action step is ongoing annually, and as previously reported, Child Welfare continues to collaborate with community partners to establish criteria for participation and their role in CFT meetings. Birth & Beyond staff is invited when there is a placement change, fourteen-day notice with placement, emergency placement, imminent risk of removal from parents, reunification, and Dependency closures. Birth & Beyond staff have been trained to increase their understanding of the purpose of CFT meetings, their role, and how they can best participate. Sacramento County continues to use the ETO database system to capture data for both Prevention and Permanency CFT meetings. The data provides information pertaining to types and roles of professional supports present at the meetings; however, it does not delineate if they are one of CPS' contracted community prevention partners such as Birth & Beyond, Women Escaping a Violent Environment (WEAVE), or My Sister's House. The tables below show the number of participating community partners in Prevention and Permanency CFT meetings for 2019 and 2020. There was a decline in attendees for Prevention CFT (PCFT) meetings in 2020 compared to 2019 due to the initial dip in overall meetings when the pandemic started. At the same time, Permanency CFT meetings saw an increase in professional attendees in 2020 compared to 2019. The tables below show the prevention CFT and Permanency CFT meeting attendees in 2019 and 2020.

Prevention CFT Meetings		
Non-Professional Attendees	2019 (649 Meetings)	2020 (586 Meetings)
Other Family Members	701	569
Biological Mother	580	506
Biological Father	347	315
Child	287	199
Natural Supports	176	151
Overall Participant Total	2,256	1,861
Professional Attendees		
Professional Attendees	2019	2020
Child Welfare Worker/Probation Officer	680	620
Child Welfare Social Worker	663	570
Other Community Support	291	290
Substance Use Disorder Treatment Provider	168	182
Therapist	78	93
Overall Participant Total	2,079	1,909

Permanency CFT Meetings		
Non-Professional Attendees	2019 (721 Meetings)	2020 (586 Meetings)
Other Family Members	412	321
Biological Mother	438	463
Biological Father	250	306
Child	531	434
Natural Supports	128	90
Overall Participant Total	1,759	1,614
Professional Attendees	2019	2020
Resource Parent	311	460
Child Welfare Social Worker	806	824
Other Community Support	238	227
Attorney	245	403
Behavioral Health Clinician	232	264
Overall Participant Total	1,832	2,178

Prevention CFT meetings for the purpose of “warm handoffs” between Emergency Response (ER) and Informal Supervision (IS) social workers continue to be available for development of IS case plans and quicker engagement in IS services for families. The goal is to provide families with more transparency regarding the IS program, return children/youth to their parents’/guardians’ care sooner, and file fewer petitions with the Court (within 30 days of entering the IS program). In 2020, 50 ER to IS Case Planning meetings were held on behalf of 93 children. Out of the 93 children, eight children had court intervention within 30 days of the case planning meeting, resulting in 91% of children not requiring a higher level of intervention within the identified timeframe after participating in a Prevention CFT.

Sacramento County continues to look at methods to enhance practice pertaining to CFT meetings. As noted earlier in this report, Self-Satisfaction surveys are utilized and indicate high satisfaction with the CFT meetings. For Permanency CFT, Uplift Family Services utilizes a Self-Satisfaction that uses questions rated on a Likert scale of 1-5 and includes a comment section. The results continue to be positive, with an average participant rating of 4.5 in 2020. Participant comments from non-professional and professional attendees are utilized to enhance CFT meeting services and ensure team members’ experiences are positive. Also, the CFT Implementation Team is looking at ways to enhance practice, such as usage of a fidelity checklist. Further, Safety Organized Practice (SOP) coaches have been used to observe CFT meeting facilitators on the utilization of the SOP consultation framework, as well as skill building and facilitation feedback. In the fall of 2020, SOP coaching was extended to include the Behavioral Health Clinicians assigned to complete Child and Adolescent Needs and Strength (CANS) assessments. This provided an opportunity for feedback on how to share the results of the CANS within the CFT meeting with an SOP framework and support of the CFT meeting facilitators. Despite the pandemic, referrals to Sacramento County CPS Mental

Health Team for CANS assessments continued. In 2020, there were 695 referrals submitted, an average of 58 referrals per month, which is an increase of referral submission from the previous year of 227%. In addition, UC Davis Northern Regional California Training Academy (NRTA) developed a new CFT Meeting Facilitation Skills Training, which the facilitators for both Prevention and Permanency CFT meeting programs attended in March 2020 and October 2020. Further, the CFT meeting facilitators for both Prevention and Permanency CFT meetings attend the quarterly CFT meeting learning collaborative, which is an interactive learning collaborative that focuses on CFT meeting implementation, fidelity of facilitating and participating in CFT meetings, strategies for engaging families and their network of natural supports, as well as facilitation tips. Moreover, the Prevention CFT Facilitators and Permanency CFT-Uplift Specialists who facilitate continue to collaborate with each other, to ensure consistency between programs and to provide facilitation support.

In response to the COVID-19 pandemic, the Prevention CFT facilitators participated in a three hour NRTA training for the Child and Family Teaming: Virtual Engagement Strategies for Social Workers, designed to provide support for virtual problem-solving, sharing of best practices and strategies for improving outcomes for children and families during this evolving pandemic in May 2020. Additionally, the Prevention CFT facilitators will be utilizing a Safety Organized Practice (SOP) Coach provided by NRTA for model fidelity and to develop strategies for engagement, while ensuring safety to navigate through the new virtual means of communication and strategize the Release of Information functionality as it relates to CFT meetings.

As reported last year, the Prevention CFT unit was initially impacted due to the COVID-19 pandemic. Due to the state of emergency resulting in social distancing and the stay at home order, during the months of March 2020 and April 2020, the Prevention CFT unit saw a decline in referrals received and meetings held, as compared to the previous year. Similarly, the decline in Prevention CFT meeting referrals and meetings held coincided with the overall initial decrease in calls received by the Sacramento County Child Abuse and Neglect Hotline. However, additional successes have occurred in relation to CFT meetings, in that by May 2020, Prevention CFT referrals received and CFT meetings held began to rebound (25% and 35%, respectively) as compared to the previous month, and by July 2020, the Prevention CFT unit was on track with the previous year (July 2019) data, with a slight decrease in referrals received (4.5%) and an increase in meetings held (8.51%). Further, the overall referrals received and meetings held after the initial dip continued to flourish during the remainder of 2020, resulting in a total of 663 total referrals received and 586 meetings held.

As reported last year, Permanency CFT meetings were initially impacted due to the COVID-19 pandemic. Due to the state of emergency resulting in social distancing and the stay at home order, during the month of March 2020 the number of referrals submitted to hold a Permanency CFT declined almost 50%, and the number of meetings held declined 13%, as compared to March of the previous year. However, due to the ability of Uplift Family Services to pivot quickly to only using

the virtual platform to support families and social workers, by April 2020 the number of referrals submitted rebounded by 25%, to only a 1% decline in referral submission from the previous year (April 2019). By June 2020, there was a 32% increase in referral submission from the previous year. Throughout 2020, CFT referral submissions increased. While the number of meetings held in April 2020 also rebounded by 19% from March 2020, there continued to be a slight decline overall in meetings held from the previous year.

In addition, the continuous teaming efforts of the Prevention CFT unit and child welfare staff during the pandemic allowed for the quick recovery for the Emergency Response and Informal Supervision meetings. A lesson learned was offering numerous platforms to attend meetings (i.e. in-person, virtual or audio) helped facilitate a smooth transition and provided continuity of services to children and families. Participation in the Prevention CFT meetings has also been deemed fruitful as parents/guardians can opt to attend virtually, which improves attendance and resolves some previous barriers such as transportation and lack of childcare. As such, an unintended positive consequence of offering virtual meetings due to the pandemic has led to the decision of virtual meetings always being an option for families, even after social distancing is no longer required. The Prevention CFT unit continues to offer support to families by ensuring they know how to access virtual platforms prior to the meeting, and checking in with case carrying social workers if safety concerns are noted. Staff often share their appreciation for the Prevention CFT unit continuing to facilitate meetings during the pandemic, allowing collaboration in teams and ensuring plans are in place.

Another lesson learned was there has been an improvement in the flow of the meetings, with staying on task to adhere to the purpose of the meeting, avoidance of non-substantial discussions, and more timely meeting completions. CFT meeting referrals continue to be submitted in accordance with CCR guidelines.

A systemic barrier in the collection of CFT data is although mental health providers are facilitating CFT meetings in addition to the contracted provider, data regarding mental health meeting logistics and outcomes is not collected or available to Child Welfare from providers. While social workers enter CFT meetings facilitated by mental health providers into CWS/CMS, the challenge of timely and accurate information entered by the social worker continues to occur.

Beginning in late March 2020, COVID-19 created some new systemic challenges for CFT meetings. There was a decline in CFT meeting referrals in April 2020 believed to be caused by the shelter in place order, but by June 2020 referrals submissions returned to averaging approximately 20-25 referrals per week. These referral averages continued through January 2021. Furthermore, the change to only utilize “Lifesize” video conferencing in lieu of in-person meetings continued to contribute to other issues. There have been missed engagement opportunities due to lack of in-person contact between participants during meetings. Previously, there was initial face-to-face engagement work with families, the neutral facilitator, and social worker, which were extremely helpful and included introductions and informing families of what to expect prior to the start of a CFT

meeting. Social Workers are still attempting to meet with families the day before or at least 10-15 minutes prior to the CFT meeting to prepare them and review the Release of Information (ROI) and their CFT list. However, there have been challenges with participants calling in earlier than their specified time or before the ROI is completed due to the youth or parent having questions about the forms that necessitated more time.

Another continuing complicating factor around holding virtual meetings is some youth do not agree to show themselves on video. In those circumstances, the team is reminded it is okay for a youth not to show their face; however, it is important for the youth to be able to see the white board. Further, taking breaks in virtual meetings is very different and can be challenging when youth and families do not have their support person with them who can walk them out and/or support their return. Additionally, the neutral facilitator is not able to check in with the individual who needed a break. Finally, there are sometimes audio or visual challenges with Wi-Fi connections that cause glitches, especially with CFTs of ten or more people.

Sacramento Child Welfare has not identified additional needs from the State around this strategy. Significant reductions in funding are not anticipated that would impact this strategy.

Strategy 2: Intensive Family Finding

Sacramento County's performance in outcome measure P3, permanency for children in care 24 or more months, has fallen 17.7% since the baseline. The baseline performance from Q3 2016 (October 1, 2015- September 30, 2016) was 28.3%, while the current performance in Q3 2020 (October 1, 2019-September 30, 2020) is 23.3%. At this time, Sacramento has not met the goal and has dropped below the national standard in this outcome for the first time in three consecutive years. Historically, the positive result in achieving continued growth with the outcome measure of securing permanency within 12 months for children in care 24 or more months is a culmination of many factors including the strategy of intensive family finding, department structural changes made in the past, increased teaming and collaboration, a higher level focus on the population and relatives and permanency in general, and a myriad of other practices as noted earlier in this report.

An analysis of the data revealed systemic issues related to the COVID-19 pandemic impacted the performance and contributed to the current decrease in performance. The Juvenile Dependency courts closed in March 2020 and did not reopen for months. The dip in Q3 outcomes is due in part to Court operations ceasing at the beginning of the pandemic. Further, other disruption and change in system structure during COVID, including lack of visitation, pivot to virtual meetings, the inability to transition a family out of the system (due to no court) in addition to new families added to staff caseloads, and increase of angst and workloads with staff, all played major factors in the decline in outcomes for this measure.

Action step A consists of holding ongoing stakeholder meetings; this is an ongoing task through the end of the SIP. As stated in a prior section of this report, the P3 workgroup convened twice during

the current reporting period. The group collaboratively revisited the identified action steps to ensure the work remains on track. This year the group was able to add a representative from Sacramento's Black Child Legacy Campaign (BCLC).

Action steps B, C, D, E, F, G and H were previously completed and reported on in prior progress reports.

Action step I consists of the final stage of the strategy workgroup to meet and monitor the process and outcomes. As noted in this report, the workgroup met and monitored these areas. It remains appropriate to maintain the completion date of June 2021 through the end of the SIP cycle for this action step.

Sacramento County Child Welfare has not identified any additional needs from the CDSS to successfully implement the action steps; however, additional funding would be necessary for all children in care two or more years to receive an intensive level of family finding.

Strategy 3: Increased Support for Resource Families

Sacramento County's performance in Outcome Measure P5—Placement Stability has improved since the baseline. As reported from UCB CCWIP, the baseline performance from Q3 2016 (October 1, 2015 - September 30, 2016) was 5.2 placement moves per 1,000 days in care. The current performance in Q3 2020 (October 1, 2019- September 30, 2020) reflects an improvement to 3.63 placement moves per 1,000 days in care. Sacramento County met and exceeded the national standard of 4.12 or less placement moves per 1,000 days in Q3 2020. The current SIP goal for this measure is to achieve the national standard of 4.12 by the end of the five-year cycle.

During reporting period year 2, action steps A and C1 were completed and action steps D and E were omitted. During the prior reporting period, Action steps B, F and G were completed. Action steps C, H and I are scheduled for implementation and/or completion during this reporting period.

Action step C is to research existing resources/services to support caregivers and develop a resource guide with information, such as school resources and food closets, by region of the county, for resource parents to be provided upon placement of a child. The guide was to include agency and community partner trainings available for resource parents to include trauma informed parenting, mental health education, and child development.

The goal for the workgroup was to elicit feedback from the Resource Family Approval (RFA) team regarding the identified resources often sought by resource families. The RFA team thought that the resource page should include information about who to contact in specific situations and where to access needed information. The goal was also to have RFA send communication out to the resource parents with general information about who to contact and explain the work of the development of the resource page to elicit feedback from the experts, the resource parents. Once the information was gathered, the goal was to finalize the resource page with information that would best support

caregivers based on the feedback provided.

Due to the pandemic, the workgroup spent a few meetings discussing how to best support and engage caregivers during the health crisis. Discussion revolved about what CPS and each of the stakeholders were doing to support the caregivers given the caregivers and many staff found themselves not only being full time caregivers, but also teachers for school aged children in their care. The stakeholders shared that most successfully transitioned to supporting resource parents and providing services virtually via Zoom or other platforms. The Sacramento County Office of Education (SCOE) worked diligently to assemble kits for Pre-Kindergarten to age five children that had kinetic activities that could be distributed to families once the March stay-at-home order was lifted. The kits were successfully delivered to families. CASA continued to engage with youth via alternative communication methods, like phone and virtually, and sending letters and care packages. PC-CARE moved to virtual coaching sessions, and although they continued to make efforts to engage resource parents of all eligible children, some resource parents declined participating. American River College (ARC) also moved to 2-hour virtual classes/trainings for resource parents with 15-minute intervals to allow for questions by participants. Lilliput, a part of Wayfinder Family Services also moved to virtual resource parent trainings and continued to hold resource parent orientations one time per month.

In addition, Sacramento County child welfare opted in to the survey project wherein the California Department of Social Services (CDSS) sent out surveys to resource families to obtain feedback regarding the families' experiences and their needs during the pandemic, and once information was received, agencies addressed the needs and provided the identified resources and supports. The workgroup felt that rather than the Resource Family Approval (RFA) team duplicating the work done by CDSS, it would be best to wait for the results of the surveys and to use the information to identify the services and support most often sought or needed by the resource families. Next steps are to revisit the development of the resource page with the information from the surveys to better identify the resource page contents. Further work will still be needed to work on how to best track when and if caregivers use the resource page and whether this helped in maintaining the child's placement.

Also related to action step C, the workgroup completed preliminary work to begin a new pilot project of engagement of resource parents during the last reporting period. Due to the COVID-19 public health crisis, the internships of the social workers who were to be tasked in the engagement project prematurely ended, resulting in termination of the pilot project. The workgroup will continue to explore the next steps or whether the project will be completed during the next reporting period.

Action step C was not completed by December 2020, due to the public health crisis. However, this action step is still underway and is expected to be completed by the end of this SIP cycle.

Action step H is to refer resource parents of children ages 1-5 years to the UC Davis (UCD) PC-CARE Program. Sacramento continued to collaborate with the UCD PC-CARE program by providing a monthly list of children ages 1-5 years who met the eligibility criteria. Once the list was received, UCD reached out to the caregivers and encouraged participation. Since the pandemic, referral numbers

decreased in Q3 2020, then increased in Q4, and then decreased again for Q1 2021. The data for this reporting period will be addressed in the following action step. This action step was completed; however, as Sacramento County will continue to make referrals to PC-CARE, the completion date will be extended through the end of the SIP, until June 2021.

Action step I is to develop a tracking mechanism to ensure resource parents of eligible children ages 1-5 years are referred to the PC-CARE program and to review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability. This action step will remain unchanged as there does not appear to be barriers to implementation. UCD developed a tracking tool and used it to track the caregivers who participate, complete, or decline participation in the PC-CARE Program. The P5 workgroup received the reports quarterly from UCD and continued to have discussion during the workgroup meetings. It should be noted, data is reported for referrals received in that quarter for eligible participants and the analyses included are for referrals received since the beginning of the PC-CARE program. For this reporting period, data will include Q3 (April 1, 2020-June 30, 2020), Q4 (July 1, 2020-September 30, 2020), and Q1 2021 (October 1, 2020-December 31, 2020).

In Q3 the number of referrals decreased, likely due to COVID-19 shelter in place restrictions in April and May. This resulted in fewer hot line calls and fewer children entering care. In addition, children may be referred several months after they actually enter a new placement.

There were 66 referrals received, of which 38 were eligible for services. Of the 28 not eligible for services:

- 2 had changed to new resource non-relative home
- 11 moved to a relative home
- 3 reunified
- 4 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 6 resource parents could not be reached
- 2 referrals were for an out of county placement

During screening calls, 58% of resource parents reported the child as having behavioral concerns. Caregivers of 91% of children reported as having behavioral problems agreed to participate in PC-CARE, compared with 52% of those not reporting behavioral concerns.

At the 1-month follow up contact on all participants to date:

91% of the children completing PC-CARE still lived in the same resource home, compared to 56% of children never starting or dropping out of PC-CARE. Note: To make this a fair comparison for children that drop or never start because of placement change, these numbers combine those who had no placement change with those who had no placement change since services were initially

discontinued due to placement change 1 month earlier.

At the 6-month follow up contact on all participants to date:

61% of the completers were still in the same home since the one-month follow up (children in the same placement since pre-treatment and also the one-month follow-up call) compared with 35% of children who dropped out or never started the program. 12% of completers had changed placements compared to 23% of children who had dropped or never started PC-CARE. These differences are statistically significant.

Response to Covid-19 sheltering in-place, implemented the week of March 16, 2020 in Sacramento County, required PC-CARE to shift the mode of treatment delivery from providing PC-CARE in homes to providing it over telehealth, using the Zoom platform. While a few children were seen in the clinic for services, no clients were seen in home. Analyses revealed similar outcomes for children participating over telehealth compared with those seen in the home.

Data associated with the involvement of relative versus non-relative resource parents in PC-CARE was included in Q3 which revealed:

- 81% of eligible referrals were non-relative resource parents (N=460); 19% were relative caregivers (N=108), but referrals of children placed with relative caregivers were more likely to be eligible than referrals where children were placed with non-relative caregivers.
- Children placed with non-relative caregivers were 3 times more likely than those placed with relatives to be moved to another placement (relative or non-relative) in the first 90 days of that placement, before they could be contacted.
- Relative caregivers (80%) were more likely than non-relative caregivers (70%) to agree vs. refuse to participate in PC-CARE. There were no significant differences in their likelihood of completing treatment.
- 86% of relative caregivers and 80% of non-relative caregivers who began PC-CARE and could complete the intervention (i.e., had the child in their homes) completed the intervention.

In Q4 the number of referrals increased, likely due to loosening of COVID-19 shelter in place restrictions. There were 123 PC-CARE referrals by placement month:

- 67 were eligible referrals
- 10 had changed to new resource non-relative home
- 17 moved to a relative home
- 12 reunified
- 6 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move

- 11 resource parents could not be reached

There were a few notable differences in the numbers from the previous quarter. There were increases for children moving to a new non-relative home, children changing placements to a relative home, and a greater number of children reunified during this period.

For this quarter, there were 67 eligible children. During screening calls, 59% of resource parents reported the child as having behavioral concerns. Caregivers of 92% of children reported as having behavioral problems agreed to participate in PC-CARE compared with 52% of those not reporting behavioral concerns.

At the 1-month follow up contact on all participants to date:

91% of the children completing PC-CARE still lived in the same resource home, compared to 56% of children never starting or dropping out of PC-CARE.

At the 6-month follow up contact on all participants to date:

61% of the completers were still in the same home since the one-month follow up (children in the same placement since pre-treatment and also the one-month follow-up call) compared with 44% of children who dropped out or never started the program. 13% of completers had changed placements compared to 23% of children who had dropped or never started PC-CARE. These differences are statistically significant. Analyses revealed similar outcomes for children participating over telehealth compared with those seen in the home.

Data associated with the involvement of relative versus non-relative resource parents in PC-CARE was included in Q4 that revealed:

- 80% of eligible referrals were non-relative resource parents (N=497); 20% were relative caregivers (N=123).
- Children placed with non-relative caregivers were four times more likely than those placed with relatives to be moved to another placement (relative or non-relative) in the first 90 days of that placement, before we are able to contact them.
- Relative caregivers (80.5%) were more likely than non-relative caregivers (70.2%) to agree versus refuse to participate in PC-CARE. There were no significant differences in their likelihood of completing treatment.
- 85.5% of relative caregivers and 80% of non-relative caregivers who began PC-CARE and could complete the intervention (i.e., had the child in their homes)

In Q1 the number of referrals decreased from the prior quarter, likely due to more strict COVID-19 shelter in place orders.

There were 102 PC-CARE referrals by placement month:

- 62 were eligible referrals
- 7 had changed to new resource non-relative home
- 11 moved to a relative home
- 7 reunified
- 3 were identified as new referrals due to a data entry error as the resource parent change of status was documented as a placement move
- 10 resource parents could not be reached
- 2 referral was for an out of county placement

For this quarter, there were 62 eligible children. During screening calls, 59% of resource parents reported the child as having behavioral concerns. Caregivers of 92% of children reported as having behavioral problems agreed to participate in PC-CARE compared with 50% of those not reporting behavioral concerns.

At the 1-month follow up contact on all participants to date:

92% of the children completing PC-CARE still lived in the same resource home, compared to 58.5% of children never starting or dropping out of PC-CARE.

At the 6-month follow up contact on all participants to date:

66.7% of the completers were still in the same home since the one-month follow up (children in the same placement since pre-treatment and also the one-month follow-up call) compared with 41.5% of children who dropped out or never started the program. 13% of completers had changed placements compared to 29% of children who had dropped or never started PC-CARE. These differences are statistically significant.

The numbers of families agreeing to participate in PC-CARE via Zoom, dropping, or choosing phone consultation since the beginning of “Shelter in-place” are shown below:

	Families in treatment the week of 3/16/20	Families starting treatment between 3/23/20 - 6/30/20	Families starting treatment between 7/1/20 - 9/30/20	Families starting treatment between 10/1/20-12/30/20
Total Families	19	28	19	31
Number Dropped	2	8	4	10
Continued via Zoom	15	15	8	18
Continued via PC-CARE Phone Consultation Model	2	2	2	1
Seen in clinic	0	3	9	6
Seen in home	0	0	0	6

Data associated with the involvement of relative versus non-relative resource parents in PC-CARE was included in Q4 that revealed:

- 80% of eligible referrals were non-relative resource parents (N=544); 20% were relative caregivers (N=133).
- Children placed with non-relative caregivers were 4 times more likely than those placed with relatives to be moved to another placement (relative or non-relative) in the first 90 days of that placement, before PC-CARE is able to contact them.
- Relative caregivers (80%) were more likely than non-relative caregivers (70%) to agree vs. refuse to participate in PC-CARE. They were no significant differences in their likelihood of completing treatment.
- 87% of relative caregivers and 77% of non-relative caregivers began PC-CARE and could complete the intervention (i.e. had the child in their homes)

PC-CARE continues to have a positive impact in maintaining children ages 1-5 in placements, thus positively impacting the placement stability rate. PC-CARE expressed an interest in looking deeper into their own data and have been granted authorization to research whether children placed in homes with caregivers of the same ethnicity have more placement stability than those placed in the home of a caregiver of a different ethnicity than the child.

In addition to the above actions steps and due to Sacramento's improvement in performance during the last three quarters, the workgroup wanted to further evaluate the data to determine whether there were patterns that would explain the success in exceeding the national standard. A data comparison was conducted on time periods January 2019-August 2019 and January 2020-August 2020. In the first period Sacramento County was not meeting the national standard of 4.12 placement moves per 1,000 days, while in the second period, Sacramento met and exceeded the national

standard. The data revealed that the largest number of placement moves was for children/youth ages 12-17 years. The greatest reason for the placement move in both review periods was foster home/agency request. Additionally, 5% of the children eligible for PC-CARE had a change in approval, but not of caregivers. The workgroup developed some next steps to include checking to determine if there are other variables in Foster Home/Agency request category that would allow for a deeper quantitative evaluation of the data. In addition, the group wanted to obtain information regarding specific reasons why caregivers request placement changes and to follow up with the programs on a strategy that was previously in use, whereby all cases were staffed with the program manager prior to a placement change request being submitted to CPSU (Placement Unit). Additional review of the data related to the use of shelter care was also another area the group may explore further.

One lesson learned for this outcome is many factors may have positively impacted the success in meeting and exceeding the national standard for the last three quarters. The accuracy of the data contained in the CWS/CMS system is critical in ensuring an accurate reflection of performance. Additionally, with the full implementation of the Black Child Legacy Campaign initiative and programs, CFTs, CANS and behaviorally based case plans, it is possible assessments, services and supports are being identified earlier in the case providing the opportunity for caregivers to feel supported and for children to receive needed services earlier in the case to help minimize the placement moves.

The success for this strategy has been the on-going engagement of CPS management and the partners who contribute to the depth of the discussions during workgroup meetings. Regarding Strategy 3, there are no additional needs from the State, nor are any significant reductions in funding anticipated that would impact this strategy.

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care

Strategy 4, to convene and utilize a workgroup to better understand the demographics of, and address the factors contributing to, trends of maltreatment in foster care, has been effective in improving Outcome Measure S1, Maltreatment in Foster Care. Sacramento County previously reported practice changes in Commercially Sexually Exploited Children (CSEC) protocols and implementation of review for data accuracy.

Action steps A.1, B, C, C.1, and D were completed. Action steps D.1, E, and F are implemented with completion dates during this reporting period.

As noted in the previous reports, lessons learned while implementing this strategy include the knowledge that quality assurance efforts are an integral aspect for strengthening the performance measure. In addition, identified systemic issues, such as how data is entered into the CWS/CMS system, how Sacramento County previously addressed CSEC referrals, and lack of consistent quality assurance processes, led to some data inaccuracy, which affected the rate. In 2016, the use of the

occurrence date field in CWS/CMS was 5.9%. With training and data accuracy efforts to reflect the accurate maltreatment date, the use of the occurrence date field increased to 87.5% in 2020. Sacramento County will continue to keep assessment of CSEC referrals, data monitoring and quality assurance checks in place. The intensive case reviews were previously conducted annually. A lesson learned from these efforts is to conduct intensive case reviews on an ongoing basis to make the reviews more manageable. A modification to help identify maltreatment trends early on and maintain a manageable case review workload, is to conduct the intensive case reviews on a quarterly basis.

Action step D.1 is to train staff regarding requirements for in person contacts with children in care each month and address systemic barriers to staff completion of in person contacts as identified in the analysis in action step D. As noted in Year 3, the first part of action step D.1 was previously completed. Informal Supervision, Court Services, and Permanency bureau social workers received training for face-to-face contact requirements. Regarding the other component to action step D.1, addressing systemic barriers to staff completion of contacts, it was previously hypothesized that less maltreatment occurred for foster care youth who had frequent face-to-face contacts with their assigned social worker. A review of Q3 2020 face-to-face contact performance showed that youth without maltreatment in foster care received 89.6% of their monthly contacts, while youth with maltreatment received 88.2% of their monthly contacts, a slight difference. The deeper analysis cross-referencing face-to-face contact revealed that contacts did not have a major impact on maltreatment in foster care; therefore, action step D.1 is complete.

Action step E is to conduct an analysis into additional areas identified by the workgroup as having the potential to decrease maltreatment in foster care. This action step is ongoing throughout the five year SIP, until June 2021, and is now considered complete. During the October 2020 meeting, the workgroup members agreed to continue conducting qualitative reviews of the incidents of maltreatment in foster care on an ongoing basis. In the December 2020 meeting, the case review categories were presented to the group for feedback.

Some of the case review categories include:

- Victim child demographics
- Placement information
- Circumstances surrounding the incident
- Data entry accuracy
- Looking at allegation diligently to ensure that the basis and findings are substantiated accurately
- Identifying available resources, service needs and/or interventions

The workgroup's initial qualitative case review identified potential areas of support for resource families that may have prevented the maltreatment. Possible areas to explore include:

- Social workers proactively engage and inquire to provide support for resource parents
- Create open dialogue on the kinds of incidences that could be considered maltreatment
- Continue to have ongoing check ins and contacts with caregivers

To make the connection between staff practice and outcomes, Sacramento County CPS will also begin to include the C-CFSR data in New Hire Cohort training. The training will cover all outcome measures, including S1 maltreatment in foster care and highlight the importance of social workers having conversations with resource parents about decision-making and what supports resource parents need. Additionally, to help make the connection between prudent parent decision making and safety for children in care, the S1 data will be provided in New Hire Cohort program specific training, as part of the Reasonable Prudent Parent Standard training.

Action step F is bi-annual continuous quality improvement quality assurance checks for accuracy to address identified areas of improvement. This action step is ongoing throughout the five year SIP, until June 2021. A workgroup subcommittee comprised of the Sacramento County CPS Emergency Response (ER), Permanency, and Program Administration staff conduct quarterly case reviews. Case review findings, identified trends, and any inaccuracy of maltreatment in foster care will be presented to the workgroup.

At this time, no significant reduction in funding is anticipated to impact this strategy. In addition, no additional assistance is required from the CDSS to continue to successfully implement the strategy and action steps.

Probation Strategies

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

Probation has seen an improvement in achieving permanency in 12-months as outlined in Probation: P1 Permanency in 12 Months-Probation.

Action Step A: In October 2020, Probation staff assigned to the Placement Unit trained the Probation Juvenile Court units on Case Plan requirements. Officers learned how to develop a strength-based youth-and family-centered case plan by utilizing the pre-dispositional CFT to identify specific rehabilitative and permanency goals. Officers learned the value of robust family finding efforts and the benefits of those efforts for identifying possible RFA options. The training further covered topics of Permanency relative to Reunification, Adoption, Legal Guardianship and Another Planned Permanent Living Arrangement. Case Plan training will be ongoing for new staff and provided annually for Juvenile Court Officers.

Action Step B: Several updates to the Policy and Procedure manual were not accomplished this year, as result of COVID-19 pandemic. On March 4, 2020, Governor Newsom issued a Proclamation of a State of Emergency for California in response to the Novel Coronavirus (COVID-19) in California. Probation immediately had to adjust our delivery of services while meeting our mission critical mandates. For our Placement Division ensuring the safety and well-being of our youth remained our focus. Initially, our building was closed to the public. However, all placement staff were provided the necessary equipment to work remotely. Remote work involved continuing case management activities, teleconferencing for monthly visits, CFTs, as needed with youth, family and providers. Officers initially were making weekly phone contact with every youth. Officers continued to write mandated reports although the Court closed at the onset of the State of Emergency. After a month, the Court reopened for hearings via teleconference (courthouse continues to remain closed to the public). Though many placements halted accepting youth, our Placement Intake staff continued to conduct CFTs, working with youth, families and in an effort to find suitable placement for our youth who were detained. During the initial months of the pandemic, we did see an increase in the number of days a youth spent in custody, due to the court backlog and STRTPs halting accepting youth. We further conducted assessments on all youth who were in an out of state placement and created transition plans to return to the youth to California. The COVID-19 pandemic has been very fluid, and Probation developed a Worksite Protection Plan, Personal Protection Plan, Personal Protection and Equipment (PPE) Procedures, and Field Operation Protocols so we could continue to provide necessary and essential community supervision and meet Court and legislative mandates. Staff were placed on rotational work schedules to maintain social distancing with all staff having the necessary equipment to work remotely on unassigned on-site workdays. In person visits and essential community based functions such as transports, arrests, and travel have resumed utilizing necessary safety measures and PPE. Throughout this pandemic we have continued to collaborate with our Justice partners, while also following the guidelines laid out by CDSS through All County Letters, County Public Health, and additional State guidance to meet mandates during these unprecedented times.

Action Step C: Juvenile Field and Placement Services continue to prioritize due diligence searches for placement youth who are identified as Commercially Sexually Exploited Children (CSEC). CSEC Probation youth who run away from placement are referred to Juvenile Field Officers in our CSEC Unit for the execution of the warrant per SB 794. Staffing levels continue to be adjusted to meet legislative requirements.

Probation collected and analyzed data for this reporting period on common reasons youth absconded from their placement. Information disclosed by those youth included: fear of consequences, not wanting to follow the rules of the placement, poor relationships with other peers in the placement, not having the skills to resolve conflicts with the program staff, not wanting to be in placement and away from their family. Probation understands the importance of addressing the needs, emotions, fears, and trauma of placement foster youth as well as the

need to magnify the youth's voice in the case plan in order to stabilize and engage them in their treatment and to prevent absconding. Probation Officers in Placement Services convene the Child and Family Team (CFT) to identify strength, needs, treatment services, and resolutions to overcome barriers to permanency.

During the pandemic, Probation conducted a majority of the CFTs by video conferencing. Many of the CFTs were successful in their purpose even though they were not conducted face-to-face. Probation will continue to use video conferencing for emergency CFTs as needed and to monitor the successfulness of those CFTs in stabilizing placements. This option may also increase the number of emergency CFTs because they can be convened at any time. The increase in emergency CFT facilitation is expected to stabilize the youth in their treatment program and to prevent youth from absconding; therefore, improving outcomes in P1. During this SIP cycle, Probation facilitated 73 CFTs and participated in 77 CFTs, with 13 of those being an emergency CFT.

Action Step D: Probation conducts yearly audits on the placement programs we utilize and conducts audits on a program if it is the first time a program has been used for placement. This audit assists in identifying placements most appropriate to meet the individualized needs of our youth. During this reporting period, not all programs were audited as routinely scheduled due to the pandemic and public health orders.

Action Step E: Since the implementation of Assembly Bill 403, Continuum of Care Reform, the number of viable STRTP options has declined significantly. As previously reported, over 50% of providers either decided to not pursue STRTP conversion or were unsuccessful. As such, Probation in collaboration with Child Welfare discussed holding a provider meeting in 2020 to gain their insight into our data, barriers and solutions; this meeting was suspended due to the pandemic.

Continuous communication and information received from the programs is invaluable to the continued relationship we have with our placements especially during this pandemic; the issues and barriers have been numerous and ongoing conversations have been necessary. Child Welfare has monthly meeting with local providers and Probation has been in attendance to participate in the discussions. In addition, Probation is contacting our providers directly and receiving feedback, which will be evaluated. Probation Placement Monitors communicated and reviewed expectations with placement providers during their annual audits of the programs. Placement Monitors shared their experience and knowledge about each program, which include the programs response to our expectations. This method of quality assurance is valuable and assists Placement officers with assessing appropriate placement options for Probation foster youth.

Action Step F: As previously reported, six-month Supervisor reviews on cases began in October 2018. At that time, a review sheet was created, and the codes needed for the computer data entry were identified. Placement Supervisors conduct six-month reviews on all cases with out-of-home removal orders. The review involves detailed conferencing of Placement cases at these intervals to determine the progress of the youth and family towards achieving rehabilitative and

permanency goals, the barriers and the possible solutions. During the case review, the Placement Supervisor and the Placement Officer discuss the strength and needs of the youth, case plan goals, concurrent and transitional planning, and develop strategies to overcome barriers in achieving permanency within 12 months. In addition, case staffings between the case carrying officer and the Supervisor occur monthly after youth visits in order to anticipate possible barriers in achieving permanency within 12 months.

Action Step G: Placement Officers review each case at the nine-month mark after entering foster care to discuss barriers to achieving permanency within 12 months. As previously discussed, Probation continues to refer all Probation youth in foster care who will reunify with a parent or guardian to REDY---GO! Reentry Development for Youth. REDY---GO! provides transition support services for Youth transitioning from custody or Placement to their home. To date, REDY---GO! has assisted with the reunification transition of 36 placement youth since 2018. Consistent collaboration and coordination between Placement Officers and the REDY---GO! Team has been instrumental in the success by providing Probation placement youth with transition support and services. Probation continues to develop early reentry plans by addressing the transition in CFTs and in the case plans months prior to reunifying with parents/guardian, stepping down into home-based care, or entry into Extended Foster Care. Probation also continues to utilize Wraparound services during transitions to a lower level of care and/or reunification for every eligible youth who would benefit from their services.

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

Probation decreased the percentage of youth who were initially placed in a group home by 0.9%, using home-based care as the initial placement in this reporting period compared to the baseline.

Action Step A: As referenced in the SIP Progress Report for Year 1, family finding is initiated at the time of detention and continues through the Court process. Probation's family finding process continues to be modified. When Juvenile Court Officers are recommending placement for a youth, they request prospective family names and contact information from the youth and parent; an intensive family finding effort through Seneca is requested. Additional attempts to identify possible family members are made through Lexis Nexis, an electronic database for legal and public records information and social media. All identified family are sent a letter alerting them that a child in their family is at risk of being removed from their home and a Frequently Asked Questions information sheet on foster care. In August 2020, family finding attempts were modified to occur prior to the pre-dispositional CFT in order to include any and all possible RFA parents in the CFT process.

Action Step B: The Probation Department continues to utilize resources and training available to improve recruitment of resource families for our population. Probation, in conjunction with DCFAS, was selected by CDSS as a pilot county to work with Dr. Denise Goodman for direct onsite

training and technical assistance on recruitment, retention, and support of resource families. On July 1, 2018, Probation, in conjunction with DCFAS, entered into a Memorandum of Understanding between CDSS and Dr. Denise Goodman to begin the work. Probation began receiving onsite technical assistance from Dr. Denise Goodman in August 2018, including:

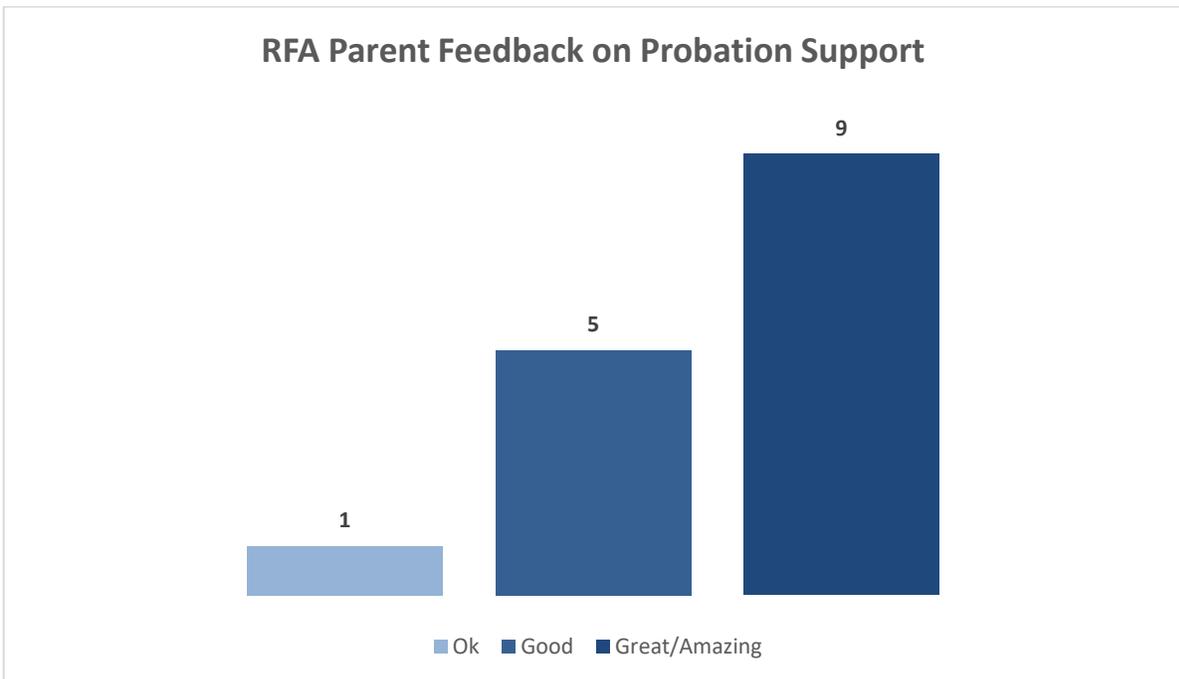
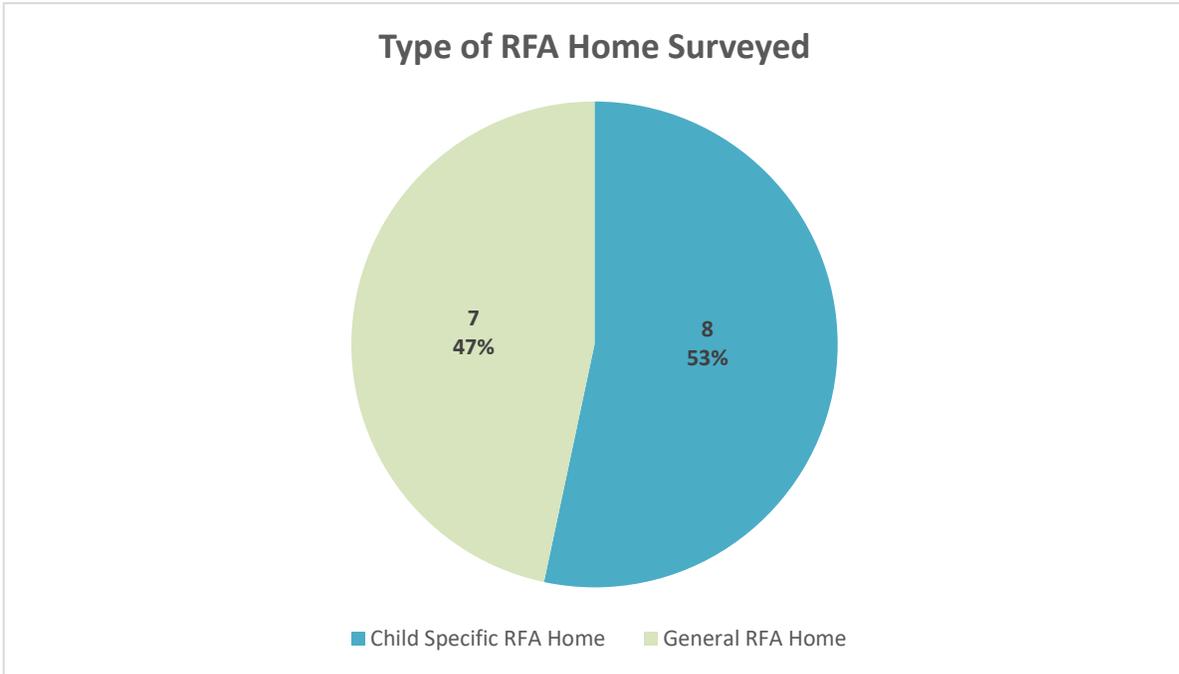
1. Assisting our recruitment team with developing talking points to message Probation's need for resource families willing to care for Probation foster youth;
2. Feedback on Foster Parent Recruitment, Retention and Support plan developed by Probation;
3. Input on recruitment materials, such as, pamphlets; and
4. Participating in case staffing for difficult to place youth, primarily our Juvenile Sex Offender population.

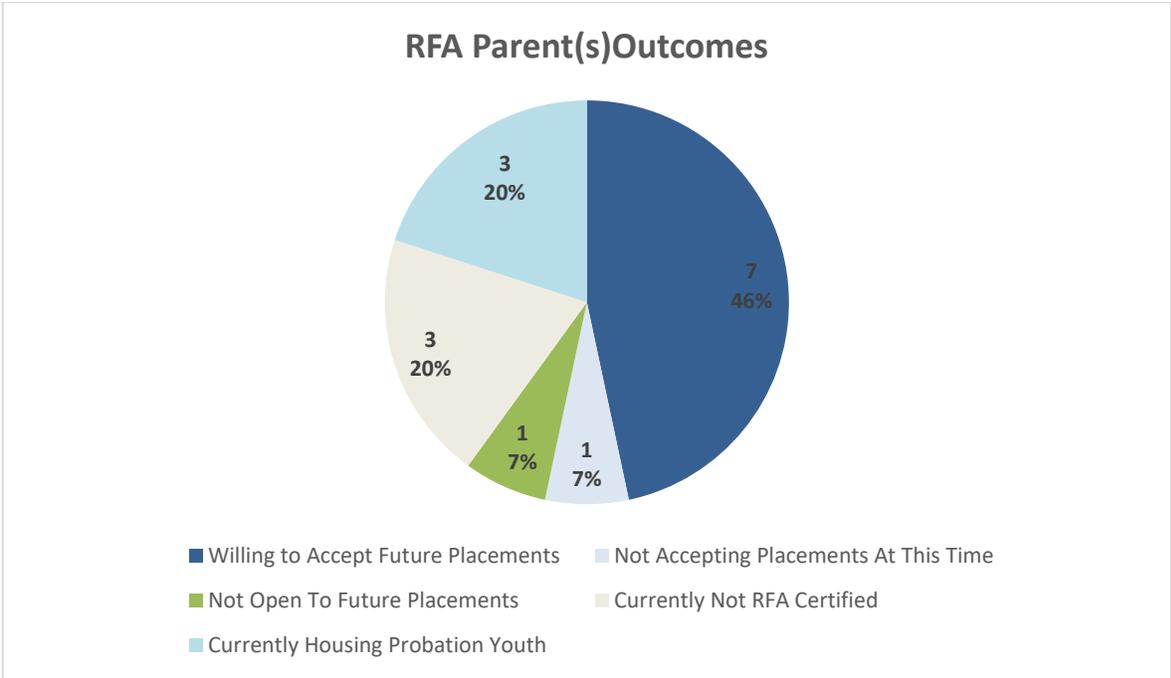
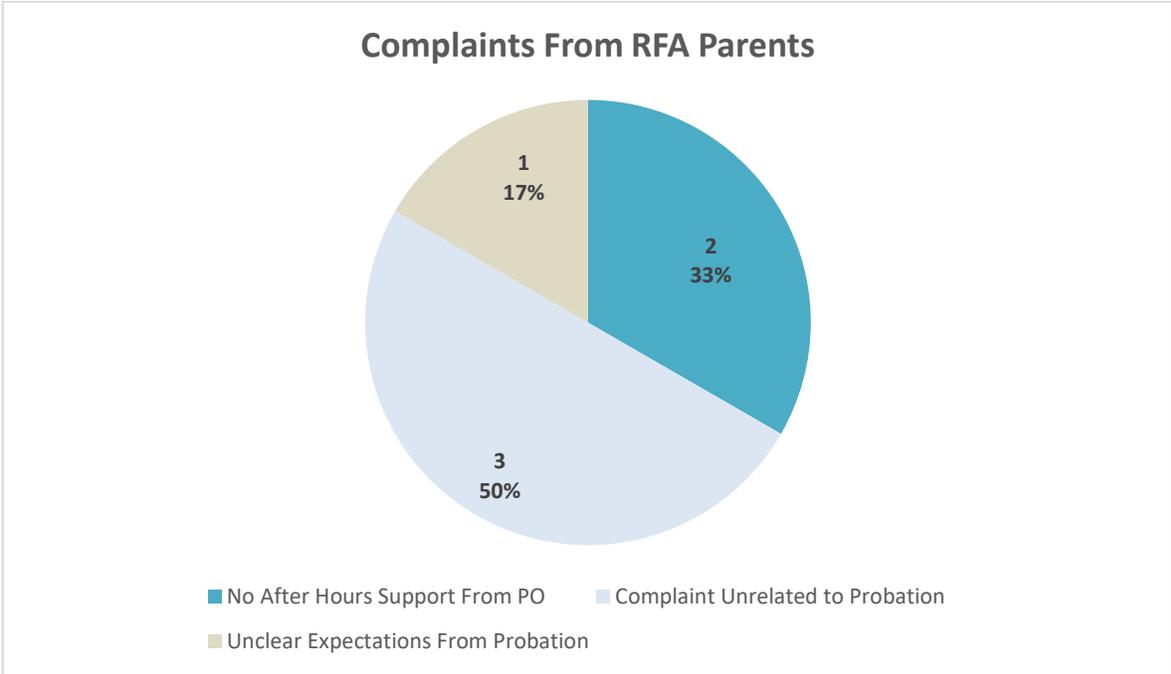
For Fiscal Year 2018-2019, Probation implemented a strategy to reduce the reliance on the use of congregate care settings. Probation designated two officers to perform intensive family finding to locate relatives and non-relative extended family members to recruit and connect to foster youth, to provide support to caregivers in order to retain their service as resource families, and to conduct outreach and collaborate with community based organizations and stakeholders to message our need for resource families. A media campaign was launched after Probation contracted with a local television station to produce a commercial advertising our recruitment needs for resource families willing to care for Probation foster youth. The advertisement aired from April 2019 through June 2019. Probation also utilizes our internal Communications Unit to help message our need and to bring awareness through social media platforms. In Fiscal Year 2019-2020, Probation continues with implementation of our FPRRS Plan consisting of intensive family finding, caregiver support, outreach and community collaboration, media campaign, training and technical assistance in the recruitment and retention of resource families. The joint MOU with Dr. Denise Goodman sunset at the end of FY 2019-2020 concluding our collaborative work with her. However, the lessons learned continue to be valuable in our efforts to recruit and retain Resource Families.

Currently, our most successful approach is to recruit youth-specific RFA homes. The strategies and focus developed during the collaboration with Dr. Denise Goodman continue to serve our youth in the most effective manner. During this SIP cycle, a survey amongst our current RFA homes solicited feedback from 15 caregivers. The experiences expressed by the RFA caregivers regarding Sacramento County Probation and placement support clearly depicted a theme of support, professionalism and empathy. Below are merely a few of the comments provided:

- Both RFA officers she worked with were empathetic, kind and very professional.
- The probation officer she worked with were very helpful, kind and always professional.
- The assigned officers were professional, personable and responsive.
- I felt supported by the probation department during the RFA placement.
- The officers were professional and responsive to her and the youth's needs.

- I was impressed with how much the probation officers actually cared about the youth placed in her home.





Action Step C: Probation, in conjunction with Child Protective Services and Behavioral Health, continues to meet with local Foster Family Agencies. Probation shares specific case examples at these meetings to emphasize our need for home-based care providers. Meetings ceased during the pandemic, but Probation plans to continue these meetings as soon as possible.

Action Step D: On June 30, 2018, contracts with Sierra Forever Families and Lilliput Families expired and were not renewed as a result of FPRRS funding reductions. Representatives from Lilliput Families provided Placement Probation Officers with training in the area of family finding and supportive case management prior to the expiration of their contract. Referrals for youth in

need of family finding services are submitted to two Placement Probation Officers designated to perform the duties previously performed by our contracted partners. Upon receiving a referral, the Officers interview the youth and their family and utilize family finding websites and databases to search for relatives and non-relative extended family members. The Officers then make connections with those relatives and/or non-relative extended family members and connect youth to the individuals located locally and throughout the United States. The Officers remain connected and provide individualized support to the youth, relative and/or non-relative extended family member, and the case carrying officer. Currently, the referrals are made through the Juvenile Court Officer as early in the disposition process as possible and our FPRRS Officers provide education and outreach as necessary for each referral. The FPRRS Officers are closely involved with a youth from the time of the initial referral from Juvenile Court, through the court process, through the RFA certification and throughout the RFA placement.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

Child Welfare

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

There continue to be minimal obstacles or barriers to future implementation of action steps not currently under implementation. Action steps F and G are interconnected, and as previously noted, the CFT meeting policy and procedure draft was completed and vetted with stakeholders. It was reviewed at the internal Policy and Procedure Task Force on March 11, 2021. The revisions suggested by the Task Force are underway, and a second Task Force review is pending to approve the policy and procedure for finalization steps. As the completion date for finalizing the policy and procedure was extended to June 2021, training to the policy and procedure (action step G) was extended as well. The new dates are January 2022 to train 50% of staff and April 2022 to train 100% of staff.

A continued barrier has been identified with Action step J, monitoring progress utilizing the developed CQI mechanism/model. The Efforts to Outcome (ETO) database (used to capture data and track recommendations and outcomes) is not utilized for CFT meetings facilitated by mental health providers, specific to children/youth receiving Sacramento mental health Intensive Care Coordination (ICC) services, such as Wellness Recovery Action Plan (WRAP) or Flexible Integrated Treatment (FIT) services. Sacramento County Child Welfare continues to collaborate with County Behavioral Health to address the possibility of this being a challenge in relation to monitoring progress of effectiveness of the CFT meeting strategy.

Strategy 2: Intensive Family Finding

At this time, all action steps for this strategy have been completed or are on target to complete at the end of the SIP cycle. While not all youth in care 24 or more months are able to receive the

intervention of intensive level family finding due to the primary obstacle of funding to secure dedicated staff, there are still opportunities along Sacramento's family finding and engagement continuum that will allow a portion of children to receive the service.

Strategy 3: Increased Support for Resource Families

Action steps A, B, C.1, F, and G are complete. Action steps D and E were previously omitted from the Strategy. Action steps C, H, and I are in progress. Action step C is extended to a completion date of June 2021, to allow time for the resource page to be completed, as the workgroup changed courses from the originally planned resource guide. Action step H is extended through the end of the SIP, and action step I continues to be in progress. There are currently no identified barriers to the completion of the remaining action steps that are in progress.

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care

Currently, action steps A-D.1 are complete. Action Steps E and F include identifying potential to decrease maltreatment in foster care and identify areas for improvement and are on target to complete at the end of the SIP. Currently, there are no obstacles or barriers identified for implementation or completion of the remaining action steps.

Probation

Strategy 1, all youth with active warrants are monitored monthly and officers attempt to contact the youth and the family monthly for updates, possible surrender on the warrant and possible warrant execution. Probation has continued to perform due diligence searches pursuant to SB794 for the CSEC population.

Probation identified commonalities and reasons why youth abscond from placement services through data collected from a survey with youth who absconded from placement services during this reporting period. Probation believes increasing the number of emergency CFTs and scheduling them at the onset of an issue will reduce absconding and improve our performance in P1. Utilizing video conferencing for emergency CFTs may increase the number of CFTs and assist with stabilizing placements. Probation will continue to collect and analyze current data to develop additional strategies aimed at preventing absconding.

Strategy 2, Action Step D- as referenced in SIP Year 2 and Year 3 Progress Reports, the State FPRRS funding allocation began Fiscal Year (FY) 2016-2017, and was crucial to the development of the FPRRS Plan by our department however, while Probation designed a FPRRS Plan towards sustainability, adequate funding was necessary for the work to continue which does not exist. We are experiencing positive outcomes with increased inventory of RFA and FFA as a result of the implementation of our FPRRS Campaign FY 2018-2019. FPRRS funding allocation sunset at the end of FY 2019-2020. Sustainability of this work is critical to Probation and we prioritized the work and

restructured the division to ensure resources were dedicated to recruitment, retention and support of resource families.

OTHER SUCCESSES / PROMISING PRACTICES

Child Welfare

Outcome Measure P1, Permanency in 12 Months

Although Sacramento's performance had a slight decrease from 2019 Q3 (October 1, 2017-September 30, 2018) of 48% to 46.4% for Q3 2020 (October 1, 2018-September 30, 2019), Sacramento continued to be above the national standard of 40.5% for outcome measure P1- Permanency in 12 months.

The following strategies were identified as possible contributing factors for Sacramento County's success in exceeding the national standard in the P1 outcome measure:

- Bringing Families Home (BFH) Program has likely continued to affect the P1 measure in a positive way. The program has continued to provide housing services and stability to families that allows families to focus on participation in services or in other cases, the support provided allows for reunification when the only barrier to achieving reunification is housing. For further details regarding the numbers of families served, please refer to the BFH section of this report.
- Resource parents' participation in required pre-certification training for their Resource Family Approval may also have contributed to our success in this outcome. Every resource parent is required to participate in the pre-certification trainings, where the resource parents receive guidance and where clear expectations are outlined regarding the resource parents' role in supporting reunification efforts.
- Sacramento has continued to ensure parents are linked to needed services within the first 30 days of case assignment, which likely allowed parents to engage early in the reunification timeline.
- Also, Sacramento's use of Cultural Brokers to assist social workers in the engagement of African American parents may have also contributed to consistency in meeting or exceeding the National standard. Cultural Brokers work closely with the parents and encourage their participation in services, and also strongly advocate for the needs of the parents.
- Another factor that may have positively impacted this outcome is during the health pandemic, the court authorized the Department to allow children to go on extended visits and in some cases, if visits were positive, this resulted in the Department recommending return under Family Maintenance.
- One more factor that may have affected performance was how therapists, social workers and other providers engaged with children and families. Due to the pandemic, engagement changed to a mostly virtual format rather than in-person contact. Although this type of

engagement made service delivery more accessible, it is unknown if the lack of in-person contact negatively affected performance.

- Again, for this reporting period, the participation of caregivers in the PC-CARE likely also helped to stabilize children’s behaviors that ultimately benefits children when they reunify with their parents/guardians.

Family Engagement Services

Beginning March 2018, Sacramento County bolstered family finding efforts in the early stages of families’ involvement with CPS by creating three full-time Family Engagement Specialists (FES) social worker positions (formally known as Relative Engagement Specialists). The FES social workers provide support to the Emergency Response and Informal Supervision social workers by completing emergency home assessments on relatives and non-related extended family members, in order to decrease the number of entries into the child welfare system, reduce use of congregate care, and improve child welfare outcomes. Additionally, the FES social workers conduct intensive family finding by searching multiple databases, reviewing files, and interviewing relatives/non-related extended family members (NREFMs) in an effort to identify and locate natural supports. They also team with the Child and Family Team (CFT) to help build and/or develop a network of permanent connections for the child/youth to ensure ongoing supports are developed and maintained. From March 2018 through December 2020, FES social workers identified 2,290 relatives, assessed 1,182 relatives, completed 186 home assessments, and placed 238 children with a relative and/or non-related extended family member, who would have otherwise been placed in out of home care with a resource family.

Concurrent Planning Social Workers

To maximize permanency efforts, Sacramento County allocated a full-time non-case carrying social worker position to assist with concurrent planning to remove barriers and delays in achieving permanency for children. As a strategy, this social worker works closely with the Centralized Placement Support Unit (CPSU) and the RFA program, who provide a list of families interested in adopting only infants, as well as those families considering infants/toddlers on the concurrent planning track. It was reported in the Year 3 report that there was another position in a second region created with partial concurrent planning duties; however, unfortunately Sacramento County was not able to move forward and obtain this position.

In an effort to increase the pool of children to be considered for placement, the concurrent planning (CP) social worker schedules home visits with families from both lists. Utilizing Safety Organized Practice (SOP) engagement tools, the social worker discusses what it would take for families to be more open to considering placement and providing permanency for youth who are older, youth with special needs, youth who identify as lesbian, gay, bisexual, transgender, and queer (or questioning) (LGBTQ), of a different culture/ethnicity, or sibling groups. Originally, the social worker was also going to work with the Emergency Response (ER) Family Engagement Specialists (FES) to assist with

immediate placement of children in a concurrent planning home when there is not a relative or NREFM with whom the child can be placed. However, upon further assessment during the current year, it was determined it would be premature to involve a concurrent planning worker at such an early juncture. During the ER investigation, FES workers make efforts to identify family to care for children, while still actively working with the parents, in an effort to prevent youth from coming into care. Instead, the CP social worker becomes involved at the point of detention, when the children are placed into protective custody and residing in a resource home with a non-relative or NREFM. Since the position has recently become fully active following the full completion of new social worker trainings for the person hired into the position, Child Welfare continues to develop ideas and strategies where the CP social worker can be effective in identifying children who are in need of home finding and permanency.

Black Child Legacy Campaign – Sacramento County Cultural Broker (SCCB) Program

The Sacramento County Cultural Broker (SCCB) Program is a joint effort between Child Protective Services (CPS) and the community to implement strategies designed to:

- Reduce African American child deaths
- Reduce first-time entries and reentries of African American children into foster care
- Increase relative placements and connections for African American children
- Increase safe, successful, and timely reunification for African American families

Cultural Brokers have specific knowledge of the values, beliefs, and practices of the community they serve. They act as liaisons to engage African American families involved with CPS and help them navigate the child welfare system to improve outcomes for African American children and youth.

Beginning in November 2017, the first class of Cultural Brokers completed 42 hours of certification training accredited by Fresno State University, as well as an additional 40 hours of CPS specific training to support their ability to advocate for African American families. Prior to direct service delivery, Sacramento County contracted with Margaret Jackson, founder of Cultural Brokers, Inc., (a promising practice that provides Cultural Broker services for Fresno County CPS), as a county-to-county mentor to help build and shape the program. Sacramento was able to learn lessons from Fresno's implementation, while at the same time building a solid Broker program designed to meet the needs of Sacramento County. Ms. Jackson facilitated the 42-hour Cultural Broker Certification Training program and continues to serve as a mentor and consultant to the SCCB program.

In addition, training is offered throughout the year on specialized topics and/or refreshers. Cases are also debriefed with CPS teams and County Peer contractor, Margaret Jackson to align practice and advocacy, along with monthly implementation team meetings to ensure infrastructure and resources are in place.

Following the first training, direct service began in February 2018, and as of January 2021, a total of 268 families have been serviced. Program implementation started in the Permanency program to

support and improve timely, safe reunification and increase placement with relatives. Following the success of the Permanency implementation, Emergency Response (ER) case assignments began in late May 2019, with the goal of joint response with ER social workers to prevent entries and build safety networks and sustained support plans. Additionally, as previously stated, EFC parenting youth are eligible for services to support eliminating generational cycles of Child Welfare involvement. Cultural Brokers can adequately manage an average caseload of 12 cases, and the majority of cases remain open for one to three months.

CPS staff and leads of three selected community agencies (Better Life Children Services, Sacramento Children's Home, and Sierra Health Foundation) who are serving seven neighborhoods and implementing the SCCB program, hold monthly Implementation Team Meetings to monitor the quality of implementation, evaluate effectiveness, and report on progress. Due to COVID-19, practices and services provided by the Cultural Broker switched from in-person to primarily virtual. During this time, weekly calls occurred to debrief cases, provide training, support Cultural Brokers in the work with the agency, and identify how Cultural Brokers are keeping parents engaged during the pandemic, especially with child/parent visitation to further support and maintain reunification progress.

Evaluation and outcomes for the Cultural Broker Program align with both the goals of the program and Black Child Legacy Campaign (BCLC). The Cultural Broker Program has served over 250 families since 2018, with referrals being submitted in a consistent manner. Cultural Brokers have attended 450 court proceedings, 178 Child and Family Team (CFT) meetings, and 75 Multi-Disciplinary Team (MDT) meetings. Closure summaries indicate that 43 families safely reunified in part as a result of assistance from Cultural Broker intervention. Further, 100% of families served indicated they were satisfied with SCCB services, 86% indicated improved trust and communication with CPS, and 78% indicated they have better understanding of safety risks. The SCCB Program has gained positive recognition from industry publications such as "The Child Welfare Information Gateway" and multiple stakeholders, including Juvenile Dependency Court, attorney groups, parents, and internal staff.

Birth & Beyond

DCFAS/CPS continues to contract with Sacramento County Child Abuse Prevention Council (CAPC) to provide prevention services for families with children 0-17 years of age. DCFAS was able to sustain the prevention services by using the 1991 realignment funds without reducing the budget. These voluntary child abuse prevention and early intervention services utilize the Birth & Beyond (B&B) Family Resource Centers (FRC). These FRC are located in nine neighborhoods across Sacramento County known to have the highest rates of poverty, no/late prenatal care, teen births, and incidents of child abuse and neglect. For the 2020/2021 fiscal year it was reported that in quarter 1, 119 families benefited from Home Visiting services, 326 families benefited from Crisis Intervention Services, 519 families benefited from Enhanced Core Services, 94 referrals were received at the FRC for Effective Parenting Workshops, 293 referrals were made to the FRC, and 193 CPS Evaluated Out

referrals were given to the Information and Referral Specialist.

The Birth & Beyond sites moved to a virtual platform at the start of the COVID-19 pandemic. The FRCs continue to provide Parenting Education, Enhanced Core Services, and Crisis Intervention Services virtually. Additionally, the sites continue to drop off essential resources to families and maintain social distancing. In fiscal year 2019/2020 CAPC and the B&B sites started a pilot project with Kaiser Permanente Hospital to send referrals to the B&B sites for home visitation. The pilot ended in September 2020, and there was a total of 22 referrals sent to the B&B sites from Kaiser.

Probation

The Probation Department has implemented other promising practices to help reduce the number of youth in need of out of home placement. We continue to have several existing service contracts with community-based organizations to provide services to youth and families in their homes through implementation of a new model called Juvenile Justice Intervention Services that allows providers to be onsite with our internal programming officer in order to better assess and target specific needs with a wide array of services to meet the varying needs of youth versus only having one or two intervention options. With the new model, youth can have access to an array of family-based intervention services such as Functional Family Therapy (FFT), TF-CBT, Seeking Safety, Seven Challenges for AOD, youth and family advocates, and life skills. The providers also assist in connecting to other services if assessed as needing additional care, for example, mental health or Medi-Cal services such as Flexible Integrated Treatment (FIT). We also operate the Juvenile Justice Diversion and Treatment Program (JJ-DTP), which provides a variety of mental health services and support to juvenile justice youth and youth displaying at-risk behaviors. We make referrals to Wraparound Services for the new Youth Reinvestment Grant as well as County Cross Systems Wraparound program. Through use of such services, we have been able to support positive change within the family setting and in the community, thereby allowing the youth we supervise to remain in their home.

Keeping youth and families together and engaged with services tailored to address their needs through a trauma-informed and strength-based approach is best practice and the focus and goal of our Juvenile Operations. This is evident by the community-based programs utilized and the approach noted above. However, there are circumstances where removal is necessary for the safety of the community. As we continue to watch trends with our Placement population in hopes of reducing reliance on the STRTP settings, there may still be a need for Probation to explore local innovative short-term housing and treatment options with family-centered, trauma-informed and strength-based approaches to treatment in the near future. This is a strategy that Administration continues to consider, however, resources are an obstacle.

From 2014 to June 2019, Sacramento County participated in the Georgetown Crossover Youth Practice Model (CYPM). Though this program and contract concluded, members of the executive team including Probation, DCFAS and various system stakeholders continue working in

partnership to reduce the occurrence of dependent children crossing over into the juvenile justice system whenever possible.

As mentioned previously, Sacramento County Probation entered into a Memorandum of Understanding (MOU) with the California Department of Social Services effective July 1, 2018. The purpose of the MOU was to provide Sacramento County Child Welfare and Probation with assistance for the recruitment and retention of resource homes from Dr. Denise Goodman, a nationally recognized consultant and child professional. The desired result of the project is the increased capacity and supports of resource families in the county with the use of onsite training and technical assistance by Dr. Goodman. During the onsite and technical assistance from Dr. Goodman, Probation presented our Recruitment/Retention Plan, developed “talking points” for community outreach presentations, and engaged in specific case discussions for difficult to place youth. The MOU with Dr. Goodman will expire on June 30, 2020.

On June 13, 2019, the Sacramento County Probation Department was awarded the Board of State and Community Corrections Youth Reinvestment Grant (YRG). The YRG is a competitive grant established by the 2018 Budget Act and is intended to award funding to California counties and cities so they may partner with community-based organizations to deliver services that will help divert youth away from the juvenile justice system. Probation’s Juvenile Field Services (JFS) Division used YRG funds to establish the Pivoting Pathways Project.

The Pivoting Pathways Project has been designed as a culturally relevant, trauma-informed and developmentally appropriate prevention and early intervention program. The intent is to prevent further penetration into the juvenile justice system as well as removal. The Pivoting Pathways Project High-fidelity Wraparound services involves a family-centered, strengths-based and needs-driven planning process for creating individualized services and supports for the participants and their families. Specific elements of the Project include child and family teaming, family and youth engagement, and individualized strength-based case planning. Probation partnered with Behavioral Health Services to assist with leveraging Medi-Cal funding in order to increase program capacity.

OUTCOME DATA MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Child Welfare

Outcome Measure 2D- Referrals by Time to Investigation- Completed Contacts

Sacramento County continues to perform well in Outcome Measure 2B, which includes performance on contacts both completed and attempted. Current performance for Q3 2020 is 94.6% for Immediate Response (IR) and 95.4% for 10-Day Response referrals. However, for State Measure 2D, which measures only completed contacts, the compliance rate is 83.6% for IR referrals and 60.9% for 10 Day referrals for Q3 2020.

Emergency Response (ER) managers started to focus on efforts to improve the outcome measure as reported in Year 3 progress report. In October 2019, all ER managers completed training on the SafeMeasures application, which provides client-specific data on upcoming work and outcomes. The managers added State Measure 2D as a “favorite” on their SafeMeasures dashboard. In addition, all ER supervisors and their program managers were trained in November 2019 on SafeMeasures and focus was placed on State Measure 2D. Subsequently, in December 2019, the ER managers developed a 2020 Strategic Plan, with a goal to increase this measure.

At the beginning of 2020, the ER managers shared with their supervisory teams their Measure 2D performance data and had their supervisors help create strategies to improve outcomes. Each supervisory team set individual incremental goals. Teams also developed messaging that conveys the importance of the first contact as it relates to child safety and well-being. Supervisors and their ER Managers recognized the need to further data dig to identify barriers and possible factors contributing to the performance. Efforts were impacted due to the pandemic, and in August 2020, ER managers refocused their efforts to improve this outcome. Each manager created an action plan, which includes:

- On-going SafeMeasures training to ensure all staff are trained
- Program managers will review the 2D outcome measure data and model how supervisors should also review the data with their social workers during supervision
- Program managers will have their supervisors go over 2D outcome measure data with their social workers regularly
- Program managers will also have their supervisors check in with their social workers by the 5th day of a referral assignment, to monitor time toward meeting timely in-person contacts

During the September 2020 joint supervisory meeting, each program manager and their supervisor team shared identified barriers, solutions, and their bureau’s goal. The goal for the division-wide performance was to increase to 67% by January 2021. Unfortunately, performance for Q4 2020 dropped to 54.1%. Barriers have been identified that may be contributing to the poor performance. During this timeframe, staff availability dropped and ranged from 49.4%- 55.0%, which then increased social worker caseload assignments. Other barriers identified by the supervisors include families not being home and unable to locate due to homelessness and/or children have runaway and their whereabouts are unknown.

Another barrier to improving this performance measure is referral assignments. Though there are efforts to assign referrals to social workers who work in the general geographic area for 10-Day referrals, there is less control for that when assigning Immediate Response (IR) referrals. This can then potentially cause an increase in traveling time and distance between each investigation location.

Another factor to consider is the review process for evaluated out referrals. If an evaluated out referral is reassessed as needing to be open as a 10-Day response, those assignments could be a month later, already making that first in-person contact late. Lastly, there are times when workers are pulled away from being able to conduct assessments on newly assigned 10-Day referrals due to other demands, such as critical incidents and joint assessments for probation youth. As previously mentioned, each program manager and their supervisory team identified possible solutions to these barriers (noted above).

Probation

The UCB CCWIP Q3 2020 data shows Sacramento County Probation is not meeting the National Standard in Outcome Measure in P1 Permanency in 12 months (entering foster), P2 Permanency in 12 months (in care 12-23 months), P3 (in care 23 + months), P4 Re-entry into Foster Care in 12 months, and 2F Monthly Visits (out of home).

P2 Permanency in 12 months (in care 12-23 months)

The National Standard is 43.6%. Our baseline performance was 35.7% for Q3 2016. In Q3 2020, Probation's performance was 31.6% according to UCB CCWIP.

Further analysis of client level data revealed the population of youth that did not achieve permanency within 12-23 months of care includes:

- Juvenile Sex Offenders participating in intensive residential sex offender treatment (21%)
- Youth with warrant history for absconding from care, including multiple episodes of absconding (31%)
- Youth remaining in care for the purpose of being eligible for Extended Foster Care Services driven by the Court order (37%)
- Youth pending commitments to Division of Juvenile Justice with active Placement orders (11%)

P3 Permanency in 12 months (23 + months)

The national standard is 30.3%. Probation's baseline performance was 11.8% in Q3 2016. In Q3 2020, Probation's performance was 11.8%. Analysis of each case revealed commonalities with systemic factors affecting our population of youth in P1 and P2 who did not achieve permanency within their respective timeframes.

11% of the cases reviewed were Juvenile Sex Offenders who completed their Juvenile Sex Offender treatment curriculum after the age of 18, did not have a parent to reunify with, or the victim was in the family home, making reunification contrary to the youth's court orders. 32% of cases were Juvenile Sex Offenders that transitioned by stepping down to home-based care with resource families or foster family agencies. 37% transitioned directly to Extended Foster Care AB-12 services. The remaining 11% of cases were on abscond status for the majority of the reporting

period with 5% becoming Child Welfare dependents when they received wardship dispositions as they approached the age of 18 years old. Those youth entered directly into Extended Foster Care Services following completion of their custodial commitments in the Youth Detention Facility.

For Measures P1, P2, and P3, Probation will continue with thorough case reviews by Supervisors at the six and nine month intervals of a Probation foster youth's case to identify strengths and needs; discuss progress toward rehabilitative and case plan goals; and to develop strategies to overcome barriers to reunification. Probation will also continue to track the population of youth and intends to conduct a deeper analysis of each case to identify strategies aimed at improving outcomes in our performance measure for P1, P2, and P3.

For Measure P2 and P3, Supervisors will continue to review each case with officers regularly (every 2-3 months) to ensure fidelity with reunification efforts.

P4 Re-entry Into Foster Care in 12 months

The national standard for this measure is 8.3%. In Q3 2020, Probation was performing at 14.3%. 2 of 14 youth re-entered foster care in 12 months during the reference period. A review of client level data revealed several commonalities with the cases under review. The two youth had extremely complex needs and did not achieve their rehabilitative goals when they were prematurely returned to the home by the Court despite Probation's recommendation to continue with therapeutic interventions in an STRTP.

The youth that returned home prematurely were not able to participate in REDY--- GO! transitional meetings prior to their discharge from custody and would have likely benefited from transitional planning. A referral to REDY --- GO! was not submitted because the youth were pending Court proceedings and Probation anticipated the youth would be continued under a Placement order; however, the youth was immediately ordered back to the care and custody of the parent by the Court despite Probation's recommendation. When a Placement case is terminated in this manner, it does not allow the Placement Officer the opportunity to make a referral or to prepare an appropriate transition plan, which would include enrollment in counseling and school as well as other needed services and supports to assist the youth in reunification. This explains why a referral was not submitted by the Placement Officer. While a transition plan was not completed through REDY---GO!, Placement Officers did submit referrals for Wraparound services. Had the youth remained under a Placement order as recommended by Probation, treatment services to address the individualized needs of the youth, supports and services toward rehabilitative and permanency goal, effective individualized transitional planning may have prevented the reentries into foster care within 12 months.

2F Monthly Visits (Out of Home): The National Standard is 95%. In Q3 2020, Probation was performing at 64.4%. At the end of each month, a Supervising Probation Officer in the unit goes through caseloads to ensure all active cases have had their monthly contact entered into

CWS/CMS. Our internal data system, in conjunction with Safe Measures, alerts us when a CWS/CMS entry has not been made. Our barriers during this reporting period were created by the pandemic and the fluidity of the virus and widespread impact throughout the globe. Probation followed the guidelines outlined by the State as the pandemic unfolded. Internally, getting the required video equipment to all the youth and the placements as well as learning all the different video conferencing tools for each, created difficulties for our officers. While youth were contacted more often than previously, they were contacted by phone and instead of video at the beginning of the Stay-At-Home orders. Phone contacts were not considered monthly contacts for the purposes of data collection. Additionally, the performance level can be accounted for by our active placement warrants. Although we make efforts to locate the youth, face-to-face contact cannot occur when the youth are unavailable. Probation will continue to collect and analyze data to identify additional strategies to prevent youth from absconding.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE / PROBATION PLACEMENT INITIATIVES

Child Welfare

Family Finding and Kinship Support

As reported last year, Sacramento County continues to work with partners Stanford Youth Solutions (formerly Sierra Forever Families) and Lilliput, a part of Wayfinder Family Services (formerly Lilliput Families), each of whom focus on legal and relational permanency for youth in out-of-home care. The services available include intensive family finding, outreach and engagement, and targeted recruitment when there is not a viable relative identified. In addition, there are supportive services offered to assist relatives in being able to have connections and placement of their kin children. Sacramento's existing work with these two partners was expanded through the Title IV-E Waiver, and upon the Waiver sunset in September 2019, alternative funding sources were leveraged to continue both contract expansions through June 2020. Due to COVID-19, Sacramento County continued the existing contract through June 2021. Providers have been able to pivot their services from face to face to virtual contacts, trainings, and support groups still capable of providing service to families in spite of the limitations of the pandemic.

Continuum of Care Reform

Level of Care

Sacramento continues to implement the Level of Care (LOC) Protocol, which was originally launched on March 1, 2018 as part of the Continuum of Care Reform (CCR). Per the CDSS directives, LOC remains partially implemented at this time, applying only to Foster Family Agency (FFA) families, while the prior Sacramento County Special Care Increment (SCI) plan remains in effect for County Resource Families. Sacramento continues to have a lead LOC program planner who holds trainings, attends unit meetings, and participates in individual case staffings as needed, in an effort to help solidify the use of the LOC protocol into routine case practice as a way to support children and families. Although the LOC planner remains in place, due to the COVID-19 pandemic, there was a decrease in the volume of formal LOC trainings held during the current year, as the LOC planner's attention was diverted to other urgent and time-sensitive projects. The lead LOC planner has continued to conduct outreach to FFAs on a case-by-case basis when necessary, in an effort to educate and update about Sacramento County's LOC implementation, seek feedback, and troubleshoot case-specific LOC-related questions/concerns. Maintaining the same lead LOC planner since the launch of LOC (as there has been no turnover in this position) has contributed to consistency of training and decision-making for this newer practice.

Resource Family Approval

Sacramento recently completed four years since Resource Family Approval (RFA) implementation. Sacramento has historically performed at approximately the 90 day average for completion of all RFA assessments. For 2020, timeliness was greatly affected by COVID. Time to approval was 142 days and was due to a number of factors, such as shut down of providers doing fingerprinting, family illnesses or hesitancy to allow social workers to the home, and delays in families completing training, which was only offered online due to the pandemic. In 2020, there were 461 applications to RFA and 250 families were approved. Of the 250 families approved in 2020, 183 were relatives and non-related extended family members (NREFM) and 67 were families interested in caring for foster children. There was a slight decrease overall in the year due to COVID-19.

Sacramento County conducts internal orientation and pre-approval training for families; however, during COVID, orientation was provided by a PowerPoint document or individually by virtual means, and pre-approval classes transitioned to Foster Parent College. Families who received the training report they felt supported, appreciated the convenience of the online training, felt their questions were answered, and, overall, they learned a lot to care for children placed with them.

Foster Parent Recruitment, Retention, and Support (FPRRS)

FPRRS efforts were a multi-year initiative which came to a close in fiscal year 2019-20. The Sacramento fiscal year 2019-20 FPRRS plan consisted of the following strategies:

- 2.0 full time employees (FTEs) for training and recruiting resource families
- Specialized recruitment efforts focused on the need for resource families for the older youth population in the form of print and digital media and movie theater advertisements
- Tangible supports in the form of gift cards for families caring for children in home-based settings, with a focus on children in, or at risk of, congregate care, which includes support for pre-placement visits, placement stabilization efforts and bonding/integration activities with the family.

Short-Term Residential Therapeutic Programs (STRTP)

Sacramento County continues to conduct group reviews for potential local Short-Term Residential Therapeutic Programs (STRTP). The group reviews are conducted by a multi-disciplinary team, consisting of members of Sacramento County Behavioral Health Services (BHS), Probation, and Child Protective Services (CPS).

Each STRTP Program Statement receives a minimum of two preliminary reviews and a minimum of two highly detailed evaluations, utilizing a review tool previously published by CDSS. Additionally, each round of evaluations is followed up with a meeting and written feedback. The purpose of meeting with the providers is to ensure understanding of the written feedback being provided, promote the quality of future submissions, and to educate them on the expected

outcomes of STRTP level care.

As of January 2021, Sacramento County has not provided any additional Letters of Recommendation (LOR) to providers. All STRTP transitions have been completed and there are six STRTPs in Sacramento County; one under a provisional license. There were two new providers that, after two preliminary reviews and two highly detailed reviews, were denied a Letter of Recommendation.

Sacramento County continues to host and facilitate ongoing STRTP Director's Meetings, bringing providers, Behavioral Health, Probation as well as multiple branches of CDSS to the table. As a result of the COVID-19 impact on the local community, the meetings were placed on hold for a time period. During this time, a representative from Child Protective Services continued to attend the meeting hosted by Behavioral Health with STRTP Directors to maintain connection and provide updates related to Child Protective Services and STRTPs.

Probation

Probation Initiatives are: Continuum of Care Reform, Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Child and Family Team (CFT), Title IV-E and the Black Child Legacy Campaign (BCLC).

As part of California Assembly Bill 403 "Foster Youth: Continuum of Care Reform CCR", Sacramento County Probation implemented the following initiatives to support the goal of CCR to reduce reliance on the use of congregate care settings and improve well-being and outcomes for children, youth and families.

Resource Family Approval (RFA)

As previously reported, Probation created a position for one Deputy Probation Officer to assist in recruiting families to provide care to probation youth. This officer partners with the Department of Children, Family and Adult Services (DCFAS) to complete the necessary background evaluation, home environment check, comprehensive family evaluation and face-to-face interview with the prospective RFA parent. The prospective RFA parent completes the RFA certification process with DCFAS by obtaining First Aid and CPR certification and attending 12 hours of training. Through this coordinated effort and continuous recruitment of RFA parents, Probation is increasing the number of non-congregate care placements being used as the first option for initial placement for youth.

Foster Parent Recruitment Retention Support (FPRRS)

Probation applied for and received FPRRS funding beginning Fiscal Year (FY) 2016-2017. We initially contracted with two local foster family agencies to provide family finding and case management services. The contract continued through FY 2017-2018; however, the contracts

were not renewed after expiring on June 30, 2018, as a result of reduced funding allocation for FY 2018-2019.

For FY 2018-2019, Juvenile Field and Placement Services Administration, a Supervisor, Officers and Administrative Support Officers collaborated with our internal Fiscal and Information Technology division to develop a revised and detailed FPRS Plan. The revised FPRS Plan was designed as a strategy to reduce our reliance on the use of congregate care setting(s) by building capacity and an inventory of Resource Families willing to provide care for Probation foster youth either as initial placement or as a step down in to home-based care after completing a Short Term Residential Therapeutic Program. Components of the plan included the following:

1. **Family Finding:** Referrals for youth in need of family finding services are submitted to one Placement Probation Officer designated to perform the duties previously performed by our contracted partners. Upon receiving a referral, the Officer interview the youth, utilize family finding websites and data bases to locate relatives and non-relative extended family members, make connections with relatives and non-relative extended family members, and connect youth to family members and non-relative extended family members locally and throughout the United States. The officer remains connected and provides support to the youth, relative or non-relative extended family member as well as the referring officer assigned to the case.
2. **Caregiver Support:** Probation provides case management services and financial support to caregivers. Financial support to the caregiver is essential for overcoming barriers in providing care for the Probation foster youth. Case management services involve building relationships and rapport with youth and caregivers, remaining connected and responsive to the individualized needs of the youth and caregiver, and facilitating Child and Family Team Meetings to inform decision making during case planning. Through these efforts, probation hopes to retain resource families.
3. **Media Campaign:** Advertising through production and airing of a commercial via a local television channel, transit bus advertisement, and various social media platforms is expected to garner awareness of Probation's need for resources families willing to care for Probation foster youth. Geo-filtering or Geo-targeting are social media strategies that target a specific audience or demographic based on their location. A geographic filter or target can be focused to show a commercial to a whole region or reduced down to just a specific building. They can also be used to target profiles of individuals interested in our advertisement for resource families. Geo-filtering or Geo-targeting will assist with our recruitment efforts.
4. **Outreach:** Engagement and collaboration with community and faith based organizations, FFA, Educational Services, BHS, and DCFAS provides Probation the opportunity to explain the needs of our population, benefits of caregiver support services provided by Probation Officers, and dispel myths and concerns regarding Probation foster youth. Additionally, Transitional Age Foster Youth (TAY), ages 16-25, are utilized by Probation during outreach

events to share their stories and support the message of providing home-based care to foster youth in need.

In spite of the cessation of FPRRS funding allocation, Probation saw the value of the work and restructured our division to continue with one dedicated officer to continue our FPRRS campaign. As a result, Probation has recruited a total of 31 resource families or FFA within the state of California willing to care for Probation foster youth from Sacramento County since the implementation of the revised FPRRS plan in September 2018.

Child and Family Team Meetings

Child and Family Teams (CFT) are comprised of the probation youth, the probation youth's family, and other people important to the family or youth. The CFT shall include representatives who provide formal supports to the probation youth and family when appropriate, including the caregiver, placing agency caseworker, representative from the Foster Family Agency (FFA) or Short-Term Residential Therapeutic Program (STRTP) where the probation youth is placed, as well as a mental health clinician. Other professionals providing formal supports may include Alcohol and Other Drug (AOD) professionals and educational professionals. 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 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 gleaned from the CFT informs the Interagency Placement Committee in their approval of placement into a Short Term Residential Therapeutic Program. Upon the youth's placement in a 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 will address rehabilitative and permanency goals. This process is repeated every six months to update the youth's case plan. 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. Child and Family Teaming is expected to assist with improving permanency timelines and placement stability.

Title IV-E

Title IV-E is a federal initiative that assist Probation with assessing, identifying and meeting the needs of youth and family. The Sacramento County Probation Department implemented the Children and Families Together Initiative, renamed from the Title IV-E California Well-Being

Project, on July 1, 2015. The Title IV-E Well-Being Project was successful in providing short-term intensive services to youth with elevated needs. Unfortunately, Title IV Waiver funding sunset in October 2019; therefore, specific contracts with service providers for the targeted population has ceased. Probation currently has several existing service contracts with community-based organizations to provide services to youth and their families in their homes through implementation of a new model called Juvenile Justice Intervention Services. This model allows the provider and our internal programming officer to assess and target specific needs with a wide array of services to meet the varying needs of youth, allowing access to family based intervention services such as FFT, TFCBT, Seeking Safety, Seven Challenges for AOD, youth and family advocates and life skills development.

Black Child Legacy Campaign

Officers work in collaboration implementing a multi-faceted plan to reduce African American Child Deaths in the County of Sacramento. Through a multidisciplinary team meeting process, needs are identified and officers provide supervision, support, and rehabilitative services to youth on juvenile probation. These services include parenting classes, child well-being, educational and vocational training.

CURRENT FEDERAL OR STATE INITIATIVES

Child Welfare

Child and Family Services Review (CFSR)

Sacramento County Child Welfare continues to participate in the Child and Family Services Review (CFSR) qualitative case reviews. The County's fully implemented case review process is in the sixth year. Sacramento Child Welfare has a full unit of certified case reviewers (four 1.0 full time employees [FTE]), three of whom have received a full caseload since September 2018. The newest team member started on October 13, 2020, to replace the case reviewer who promoted to a new position in May 2020. This team member is in training and therefore has a reduced caseload.

CPS cohort training for new hires includes an overview of the CFSR process. These presentations are ongoing to ensure that the agency provides new staff with information regarding the case review process and their unique collaborative role. CPS continues to require all new Child Welfare social workers, supervisors and managers to complete a CFSR Policy and Procedure online training.

As part of the review process, Child Welfare engages in continuous quality improvement. Sacramento County tracks systemic issues (for example, staffing, documentation of case notes,

practice issues, service array, and agency collaboration), which are identified during case reviews. The CFSR unit has completed 384 case reviews since the inception of the CFSR process. Sacramento County continues to focus on analyzing and sharing the data from these completed cases.

The CFSR unit created a quarterly data dashboard to enhance Continuous Quality Improvement (CQI) efforts. This dashboard focuses on the items from the CFSR Onsite Review Instrument (OSRI) relating to both the County's efforts for improvement outlined in the SIP and areas where the County has been concentrating its efforts for positive change. The CFSR data dashboard includes the following 11 items:

- Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care (item 2)
- Risk and Safety Assessment and Management (Item 3)
- Stability of Foster Care Placement (Item 4)
- Preserving Connections (Item 9)
- Relative Placements (Item 10)
- Needs Assessments and Services to Parents (Item 12B)
- Needs Assessments and Services to Foster Parents (Item 12C)
- Child and Family Involvement in Case Planning (Item 13)
- Caseworker Visits with Child (Item 14)
- Physical Health of Child (Item 17)
- Mental/Behavioral Health of Child (Item 18)

The CFSR unit management team presented the data dashboard to the CPS Executive Management Team on November 19, 2020, which included productive discussions on how best to use the data to enact positive changes within the agency. Sacramento County Child Welfare will continue dialogue with all staff regarding the best way to use data to inform practice change.

Expectant and Parenting Youth (EPY)

Sacramento County continues to aim to provide support to young mothers and fathers experiencing foster care, by providing tools and resources to be successful in their roles as parents. The County embraces strategies that highlight ways to help young parents who are also tending to their own developmental needs while in foster care. Sacramento County also aims to assist foster youth in preventing unintended or untimely pregnancies.

EPY Collaborative-Sacramento continues to maintain the goal to develop more partnerships with community agencies providing support to young parents. Previously, Sacramento County hosted an EPY Collaborative in partnership with Children's Law Center (CLC) in an effort to maintain partnerships with community agencies providing support to young mothers and fathers. This

occurred quarterly and included the sharing of resources, training opportunities, and discussions that lead to connecting youth to services. The collaborative struggled with maintaining attendance; however, the plan remained to maintain the commitment to ensuring all parties are working together as a community to serve EPY. Due to COVID-19, the EPY Collaborative began looking into opportunities to remain connected through virtual means, to include a communication forum hosted by CLC for all EPY community partners that remains in progress. In addition, EPY providers also attend the monthly ILP Advisory Committee meeting which has similar goals but is inclusive of all providers in the community serving transition-age youth. It was determined that merging the EPY Collaborative and ILP Advisory Committee was appropriate. EPY often have a variety of needs that could be addressed by other providers attending this committee that serve EPY but not exclusively, including but not limited to employment programs, housing providers, ILP service providers, educational resources, mentoring, public health resources, etc. The collaborative committed to dedicating at a minimum two ILP Advisory Committee meetings focused entirely on EPY service providers. The first such meeting occurred in December 2020.

Training- Efforts continue to be made to ensure CPS and community partners are aware of the services that can be secured for young parents. Time has been dedicated to train all social workers in all of the regions in Permanency and in Extended Foster Care (EFC) on numerous topics that include teaming strategies specific to EPY, community resources, Whole Family Foster Homes, the use of the shared responsibility plan, identification and support to fathers, and data entry. Efforts in this area will continue to be made for on-going training opportunities for new social workers.

Teaming- Best practices for teaming for EPY have been developed. These practices have now been incorporated into the EPY Policy and Procedure. Upon approval of the EPY policy, efforts will be made to ensure CFT facilitators are provided specific EPY training and social workers are trained on the EPY policy to include those best practices for teaming. Resource binders were put together in Extended Foster Care (EFC) that are routinely shared with social workers and/or community partners serving youth. Resources are routinely updated.

Sexual and Reproductive Health Policy and Procedure- This policy was written and approved. A training was provided to all social workers and supervisors in Sacramento County child welfare in consultation with the Office of County Counsel and Planned Parenthood. Efforts are being made for ongoing training opportunities for new social workers. This also remains an ongoing topic for Independent Living Program classes for youth and has included healthy relationships, self-care, and foster youth rights including sexual and reproductive rights.

Data- Continued efforts occur to ensure data is up to date. This remains an on-going effort.

Mentoring- Efforts are always made to ensure parenting youth have access to mentors. Sacramento continues to utilize Court Appointed Special Advocates (CASA) and seeks to secure

additional mentoring agencies and opportunities for EPY youth. The Cultural Brokers program has expanded to Extended Foster Care in an effort to secure brokers for African American youth. WEAVE has identified a dedicated advocate who works specifically with youth in EFC identified as a Commercially Sexually Exploited Child (CSEC) or at risk. It was found that 45% of Sacramento County EPY are identified as CSEC or are at risk of CSEC. As a result, WEAVE will have an advocate available for those EPY.

Child Care-As part of the Emergency Child Care Bridge Program (“Bridge Program”), Sacramento County continues to partner with Child Action. Parenting youth and Non-Minor Dependents are identified as one of the categories of eligibility under this program. More information about the Bridge Program is noted in this progress report.

Newborn Essentials-Sacramento County entered into a Memorandum of Understanding (MOU) with Assistance League to provide an EPY basket to all expectant and parenting youth. These baskets include a variety of baby supplies needed for youth preparing for an infant. The MOU is to provide 26 baskets per year.

Extended Foster Care

There are several outcome measures that Sacramento County consider for youth exiting foster care at age 18 or older that may indicate success in the Extended Foster Care (EFC) program. In addition, there are strategies Sacramento County has implemented and/or plans to implement that address each of those areas. As of the writing this report, official EFC data from UCB CCWIP for outcome measure 8A (outcomes for exiting 18 and older youth) is not available. Due to COVID-19, exits for youth in EFC have looked very different than prior years. For the majority of 2020, Sacramento County did not exit youth from foster care but granted a support extension; if the youth was in the Extended Foster Care program as of their 21st birthday on or after April 17, 2020 until June 30, 2021, the youth received an extension that allowed for continued support. However, there continues to be a focus on specific outcome areas, as for many youth the challenges in these areas were more significant because of COVID-19. The outcome measures considered include housing, employment, high school education, and permanent connections. Efforts are made to assist young adults with each of these outcome measure areas and address the challenges that exist for youth adjusting to living through a pandemic.

Housing

In an effort to ensure all non-minor dependent youth have appropriate housing, Sacramento County Child Welfare continues to utilize the Transitional Housing Placement Program (THP-NMD) as a supportive placement option. This placement option continues to remain the most utilized placement option for youth in Extended Foster Care and continues to exceed the number of youth

residing in Supervised Independent Living Placements (SILPs). As such, Sacramento County released a Letter of Intent for additional agencies wishing to apply to become an enrolled contractor for the provision of Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD). Upon final approval by Community Care Licensing, these agencies will be invited to enter into a County Memorandum of Understanding (MOU) for THPP-NMD services in Sacramento County. Several agencies have applied and the Department is hoping to add additional providers to the current list of eligible placements for these young adults. As a result of COVID-19, all youth who turn 21 while in EFC are choosing to receive the continued support and are remaining in THP-NMD Programs. This supports the belief that due to a more supportive nature of this placement option, youth are more stable in housing, are employed, and received more individualized support in preparation for independence and as a result, experience better outcomes.

Sacramento County CPS also continues to collaborate with Sacramento County's THP Plus Program. A new provider has been awarded the THP Plus contract in Sacramento County. Efforts have been made to continue to improve teaming practices for youth wishing to transition to this program by offering the inclusion of THP Plus provider in the 90 day transition plan meetings. The California Department of Housing and Community Development issued an Allocation Acceptance to secure funding to counties for the purpose of housing stability to help young adults 18 to 25 years old to secure and maintain housing, with priority given to young adults formerly in the foster care or probation system. This results in an allocation of \$298,400 to Sacramento County Child Welfare. In Sacramento County, the plan is to utilize these funds to expand the number of scattered sites in the THP Plus Program. The funding received will be added to the existing contractor for THP Plus increasing their capacity to serve youth.

The California Department of Housing and Community Development issued an Allocation Acceptance to secure funding to counties for the purpose of providing housing navigation services to youth between the ages of 18 to 21, prioritizing foster youth in care. The allocation funded through the Department of Housing and Community Development (HCD) of \$268,095 is limited to providing housing navigation services to young adults, which includes the following:

- Assist young adults aged 18-21 to secure and maintain housing (with priority given to young adults in the State's foster care system)
- Provide housing case management which include essential services in emergency supports to foster youth
- Prevent young adults from becoming homeless
- Improve coordination of services and linkages to key resources across the community including those from within the child welfare system and the local Continuum of Care.

Sacramento County plans to utilize these funds by adding the funding to an existing contract in the Department of Human Assistance (DHA) that provides housing navigation. One of the goals

is for this program to hire two additional case managers to provide case management to 40 youth in EFC over the next 1.5 years.

Lastly, Sacramento County responded to the notice from Housing and Urban Development (HUD) for the Foster Youth Protection Vouchers Initiative. The Board of Supervisors (BOS) approved a request to enter into an MOU with Sacramento Housing and Redevelopment Agency (SHRA) to pursue vouchers for current and former foster youth exiting care and homeless or at risk of homelessness. Behavioral Health Services has agreed to provide the required services for the three years that youth are eligible for the vouchers. Sacramento County is currently working in collaboration with SHRA, Behavioral Health Services, and Sacramento Steps Forward to house youth eligible for a voucher.

Employment

Employment has been a significant challenge for EFC young adults due to COVID-19. Many lost jobs due to the stay at home orders and restrictions related to the pandemic. Sacramento County continues to collaborate with iFoster on their job readiness program. iFoster recently rolled out their first virtual job readiness training and will be releasing a second training. They have developed online modules. Each cohort essentially works as follows:

- Step 1: Registration and Enrollment -
- Step 2: Training, 4x 1 hour self-directed training modules
- Step 3: 1:1 Coaching to review skills learned and resume
- Step 4: Assessment Day - mock interviews, job opportunities, resources
- Step 5: Work with the team to job match, apply, interview and earn employment

Note: Every registrant is paired with an iFoster team member to guide them through every step of the process, ensure they are keeping up and have the supports they need to complete the program.

Education

Ensuring youth exit the EFC program with a high school diploma remains an area of focus. The pandemic made this more challenging for some youth. While some youth respond well to virtual learning, it is a challenge for others. To assist in higher graduation rates, Sacramento County entered into a contract with California State University, Sacramento (CSUS) First Star Academy. First Star Academy is a free, comprehensive, four-year college access program for youth in foster care. The Academy offers academic support, enrichment, and encouragement needed to assist youth in graduating high school and become competitive college applicants. The program engages a cohort of 30 students in a variety of fun and active learning opportunities that include academic courses for college credit, independent studies, social and cultural activities, field trips, service learning, and recreational activities. In addition, the program will include a

summer immersion program, support throughout the academic year through monthly Saturday Academies, education advocacy, and caregiver workshops. Due to COVID-19, the program has adjusted to a virtual platform at this time. Sacramento County recruited 18 youth into the first cohort of 30 rising ninth grade foster youth students for participation. Sacramento County continues to recruit 12 additional students.

Sacramento County continues to work to increase youth engagement in the Independent Living Program through work with the Youth Engagement Project. Successful outcomes in high school continue to be attributed to early engagement in the Independent Living Program (ILP). Having youth connected to an ILP/Foster Youth Services social worker allows youth to receive ongoing support in the schools and advocacy for the youth in achieving improved outcomes in education.

Additionally, a component of education provided by the Sacramento County Office of Education (SCOE) in the virtual Extended Foster Care orientations has been maintained. This educational component enhances youth's understanding of the importance of education, explains AB167, and discusses graduation requirements. Further, SCOE, in collaboration with Sacramento County ILP, continues to update a student planner that is given to all youth at their emancipation conference and includes detailed information around graduation requirements and opportunities for higher education. SCOE has continued to maintain the updates and fund the printing of these planners for the upcoming year.

There are continuing efforts to ensure the ILP social worker or foster youth liaison is included in Emancipation Conferences with youth. This can also assist in identifying the needs earlier and ensuring the youth have supports in place to be successful and graduate high school.

Permanent Connections

Ensuring youth exit care with permanent connections is also an ongoing focal point. A teaming approach and Child and Family Team meetings for all foster youth in care continues to allow youth to maintain permanent connections throughout their time in foster care. The utilization of the iFoster cell phone program also assists in ensuring foster youth have access to a cell phone and internet so that they may maintain those connections via talk, text, and social media. A streamlined process was developed with iFoster to ensure all eligible foster youth have access to this resource. The process also helped to streamline the requests for phones during the pandemic to assist youth in remaining connected to families and permanent connections. This process was implemented for all Sacramento County Foster youth in care, 13 years of age and older. In 2020, 240 requests for cell phones and 80 requests for laptops were made.

Commercially Sexually Exploited Children (CSEC)

Sacramento County continues to review and refine operations regarding youth who are identified as Commercially Sexually Exploited Children (CSEC), and has stayed with the model of having specialized units within programs to become more skilled in addressing the unique needs

of youth entering the Child Welfare system as a result of being commercially sexually exploited. The CSEC Social Workers within these specialized units have a blended caseload of CSEC and non-CSEC cases/referrals. Sacramento currently has three full-time and two mixed-caseload Emergency Response social workers, four Informal Supervision social workers, six Court Services social workers, eight Permanency social workers, and 12 Extended Foster Care social workers. There continue to be strong partnerships between CPS, mental health providers, juvenile probation, caretakers, youth, family members, public health, regional centers, the courts and attorney partners. All CSEC referrals are staffed in a huddle after the child is detained to ensure the appropriate services and supports are in place.

As of December 2020, the total number of CSEC youth in open cases was 206. Currently, the Extended Foster Care (EFC) Program has the largest number of CSEC youth (108) comprising 52% of the 206 youth in open cases. While this is encouraging to note as essentially this means youth are opting in to EFC and want support in achieving self-sufficiency, it also means that the youth coming to the EFC program are coming with a variety of complex needs, which often make meeting eligibility for EFC quite challenging. In addition, resources for non-minors are more limited than for CSEC minors. In an effort to mitigate some of the issues the youth face while transitioning to EFC, a Permanency to EFC Staffing was developed.

Sacramento County program planners host and facilitate a Permanency to Extended Foster Care Multi-Disciplinary Team (MDT) monthly for youth transitioning to EFC within 90 days. Present at the MDT is the social worker, EFC supervisor, Independent Living Program (ILP) social workers, and representatives from Public Health, Alta Regional Center, Behavioral Health Services, and WEAVE. An action plan is developed within the MDT to ensure youth are connected to appropriate services as they transition to Extended Foster Care. This teaming approach has facilitated an opportunity for an earlier identification of an EFC social worker, youth engagement in placement planning, connection to Independent Living Program services, and opportunities for a “warm hand-off” between social workers and programs. Discussions within the MDT have led to youth being connected to services, properly supported through a transition, and placed timely and appropriately in supportive placements that best meet their needs.

Sacramento County continues to contract with U.C. Davis CAARE Center for CSEC education provided to CPS staff and community partners, the Children’s Law Center (CLC) to provide two CSEC Advocates, and WEAVE for 24/7 CSEC Advocates. In this fiscal year, U.C. Davis CAARE Center provided trainings for CPS staff and completed the series of Trauma Informed Courts training with all bench officers for both Dependency and Delinquency Courts, as well as all attorneys working within the Dependency and Delinquency Courts. Additionally, the train the trainer curriculum developed at the request of Sacramento County CPS to educate care providers to understand sexual exploitation of minors, including recognizing when a youth in their care has been sexually exploited, as well as useful skills for a caregiver who is caring for a youth who has experienced sexual exploitation, continues to be utilized by trainers with the American River

College in their Resource Family Approval (RFA) continued education program. CLC continues to utilize their CSEC Advocates to support youth who have been identified as having experienced sexual exploitation.

Additionally, CLC and WEAVE along with the support of CPS, have joined together to form “The Advocate Collaborative”, which meets monthly to support the work the advocates do as well as provide professional support and camaraderie. This collaborative provides an opportunity for the advocates to enhance their practice and provide much needed support given the challenging jobs they do. Due to COVID-19, the Advocate Collaborative was put on hiatus. During 2020, the Centralized Placement Support Unit relocated from the Children’s Receiving Home to a CPS building. At the new location, workstations were provided for community providers to utilize while working at CPSU. Due to COVID-19, WEAVE had to provide supports utilizing virtual technology however, in the past three months WEAVE has returned to onsite support two days per week at CPSU and will be increasing their presence to four days per week in early 2021. In late 2020, WEAVE hired the Advocate position intended to work with EFC. This Advocate participates in the 90 Court MDT and the MDT for youth transitioning to EFC, as well as taking referrals for EFC social workers to provide an array of supports to EFC youth. Since the hiring of the EFC Advocate, the EFC planner and her intern provided a training to all WEAVE staff on the EFC laws and Sacramento County’s EFC program. Additionally, the WEAVE EFC Advocate provided a presentation to all EFC staff regarding the services WEAVE can provide and the referral process for the EFC social worker to follow.

Sacramento County’s CPS CSEC program planner team continues to review and revise operations as needed. CSEC program planners collectively reviewed and made recommendations for edits to the current CSEC MOU/Protocol. These recommended edits are intended to streamline the MOU/Protocol, incorporate lessons learned, and ensure current All County Letters (ACL)/All County Information Notices (ACIN) are included. The revisions are currently being reviewed and upon approval by the CSEC Steering Committee, the appropriate signatures will be obtained. Until the revisions are finalized, the County continues to operate under the executed CSEC MOU/Protocol.

In the last year, Sacramento continued to focus on harm reduction practices and awareness of sexual orientation, gender identity, and gender expression (SOGIE) as certain subpopulations within this area are more vulnerable to exploitation. Although harm reduction was not a new strategy to Sacramento County, the material provided by CDSS was utilized to further the training and discussion on how to implement this practice when working with youth who have been identified as CSEC. In addition, as part of the Preventing and Addressing Child Trafficking (PACT) collaborative, Sacramento County had the opportunity for additional training on this subject that was provided to CSEC specialized supervisors and CSEC specialized social workers. This continues to be an area of discussion at CSEC staff meetings and a focus for training as

Sacramento strengthens the practices for youth identified as CSEC.

Sacramento County has also developed internal training resources to provide SOGIE awareness training for initial and ongoing education in this area. To date, 64 staff members have received training, as it is provided to new staff during the new social worker cohort training and ongoing as needed.

Crossover Youth Practice Model (CYPM)/Children System of Care (CSOC)

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, 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. The group identified members for Sacramento County’s Children’s Systems of Care (CSOC) Interagency Leadership Team and the CSOC Advisory Team. The teams meet on a biweekly basis and are currently working on a joint Memorandum of Understanding (MOU). The MOU will utilize portions of the CYPM policy to build off of the collaborative work Sacramento County has already completed while expanding upon this collaboration and rolling applicable pieces of the CYPM MOU into the CSOC work moving forward.

Core Practice Model (CPM)

The Foundational Practice Team (FPT), charged with CPM implementation, is currently preparing for phase 2 –Leadership Readiness: FPT engages supervisors and program specialists in CPM overview and exploration of application (Modules 1-6). Since the last reporting period, beginning in July 2020 and concluding in October 2020, the FPT delivered Module 4a, Module 4b and Module 5 to management team members using the Zoom virtual meeting platform.

- Module 4a – linking Leadership Behaviors to program-specific roles
- Module 4b – applying Practice Behaviors to program-specific roles
- Module 5 – increasing managers’ readiness for supervisor/program specialist engagement

In October 2020, the FPT and CPS Executive Leadership Team (ELT) shared CPM implementation proposed quarterly deliverables for ELT, Executive Management Team (EMT), and FPT in alignment with Module 6 – Program planning for phase 2. In November 2020, feedback from the teams created four stages:

1. “Getting to Know You” Stage
 - Each division will design their path forward and adapt along the way

- All managers will understand and be able to conversationally translate the CPM family-level practice (22 foundational practice behaviors) within context of their specific program areas
- Program Administration managers and planners will be able to describe the CPM leadership behaviors and practice behaviors for support staff, and how they are demonstrated in their respective role in providing support to programs in family-level practice
- Program managers and program planners will team together to engage supervisors and program specialists (in their respective divisions) in the 6 orientation modules

Initially, Stage 1 completion was targeted for February 28, 2021; however, this date was pushed back to June 2021 to reallocate staff and work assignments to assist the Emergency Response (ER) program with a high volume of work and staff shortages due to COVID-19. The FPT temporarily paused module work in January 2021 and February 2021 to assist ER.

The remainder of the Stages are as follows:

2. “Teaming up” Stage (July 1, 2021 – October 30, 2021)
 - Coaching and training plan geared to support a first cohort of staff, Practice Team 1, who will begin to demonstrate CPM practice with fidelity
 - Specific staff identified from across the agency will receive training and coaching to demonstrate CPM practice with fidelity
 - Practice Team supervisors will be engaged in a coaching process to support practice team social workers
 - FPT will design feedback process for Practice Team social workers to provide ongoing communication to, and receive support from, the EMT as they begin to demonstrate the CPM practice
 - FPT will design a process for collecting feedback from parents, youth, and network members about their experiences working with Practice Team staff
3. “Getting Ready” Stage
 - Will be co-created by FPT, ELT, and EMT, and aimed at building readiness for implementation of the family level practice, through the partnership, support and inclusion of supervisors and Program Specialists
4. “Landing the Family Level Practice!” Stage
 - Will be co-created by FPT, ELT, and EMT, and aimed at supporting Practice Team 1 implementation

Emergency Child Care Bridge Program

The Emergency Child Care Bridge Program for Foster Children (“Bridge Program”) is a three-part program that helps resource parents and parenting youth and non-minor dependents find and pay

for child care. It also helps child care providers offer a safe place for children to grow and learn through its Trauma-Informed Care (TIC) training and coaching component. The three parts of the program are:

- Emergency child care vouchers, issued directly to child care providers on behalf of families for up to 12 months. Vouchers pay 100 percent of childcare costs per the regional market rate and cover children 0-12 years of age, as well as children with disabilities who are 13 years and above.
- Child Care Navigators work directly with families to help them find a child care provider, navigate the child care center application process, and create a plan for long-term child care.
- Trauma-informed care training and coaching is offered to child care providers to help them develop strategies for working with children in foster care who have experienced trauma.

The Bridge Program is not an entitlement. Instead, it is a time-limited “bridge” to longer-term child care solutions to stabilize children in the best possible placements by ensuring that caregivers have adequate child care support to balance their work, school, and home lives. The goal of the Bridge Program is to address the high cost of child care as a barrier for families otherwise willing to bring a foster child into their home and to help parenting foster youth find stability and not have to worry about paying for child care.

Sacramento County CPS initially implemented the Bridge Program on May 22, 2018, and full implementation with voucher distribution, navigation services, and TIC training occurred on June 1, 2018. Sacramento County has implemented the three components of the Bridge Program in the following ways:

Voucher Distribution – The Bridge Program issues vouchers directly to childcare providers on behalf of resource families to pay for childcare. During FY17-18 and FY18-19, the vouchers were available for up to 12 months. By July 2019, the Bridge Program was so popular, Sacramento County CPS exceeded the maximum amount of voucher dollars necessary to sustain the program through the end of the fiscal year; therefore, in September 2019, vouchers were limited to 6-month terms only. In February, 2021, the Bridge Program was again able to offer the six-month extension to Bridge families. As the program continues, the length of voucher availability will depend on funding amounts and utilization.

Navigation Services – Child Action Navigators work directly with resource families to help them find childcare, work through the application process, and connect to long-term childcare subsidies. Child Action employs two Navigator staff, each of whom carries a caseload of approximately 30 cases.

Trauma-Informed Care (TIC) Training – Child Action provides trauma-informed care training for childcare providers to help them understand and better manage the behaviors that children who

have experienced trauma can sometimes exhibit. The purpose of TIC training is to reduce the number of foster children (and other children who have experienced trauma) who are expelled from preschool programs because of difficult to manage behaviors. During the initial COVID-19 shelter in place order, TIC training was suspended for about eight weeks. However, group classes started again in May 2020 via Zoom, and TIC trainers have continued to provide one-on-one coaching via Skype and Zoom for individual childcare providers throughout the pandemic. TIC classes are offered in English, Russian, Spanish, and Arabic. In May 2021, Child Action will offer its first TIC class in Farsi.

All foster/resource families with an active foster placement, including parenting non-minor dependents (NMD) and youth, are eligible for the Bridge Program. In Sacramento County, there are two priority groups:

- Parenting youth and NMDs
- Relative placements

The priority groups became a focus in December 2019 when Sacramento County was able to begin issuing vouchers after a brief hold from September – November 2019, while voucher output was re-calibrated to allow the program to remain sustainable through the end of the fiscal year. Of approximately 50 families who had been on hold, 17 were relatives or parenting youth/NMDs who were given priority and awarded vouchers immediately. In February 2020, the program received an increased voucher allocation, which enabled the program to again issue vouchers to all eligible families who were referred to it. As of February 2021, the program was again able to offer up to 12 months of voucher availability.

As part of the implementation of the Bridge Program, Sacramento County has adjusted practice over time to reflect lessons learned. From October 2018 – April 2019, in an effort to increase the number of families served by the Bridge Program, the Child Action Childcare Eligibility List (CEL) for families who had foster children and were therefore eligible for the Bridge Program was analyzed for potential referrals. This practice was discontinued in May 2019 as the number of families referred to the Bridge Program increased. As this process has evolved, Bridge families are now given priority, where possible, on the CEL.

The table below outlines Bridge Program activity.

Emergency Child Care Bridge Program Activity	FY17-18 & 18-19	FY19-20	FY20-21 (thru Dec. 2020)	TOTAL
Number of resource families receiving vouchers	162	86	40	288
Number of children in those families	218	148	73	439
Amount of vouchers issued	\$754,183	\$840,341	\$321,871	\$1,916,305
Number of families served (total referrals received and processed)	335	255	156	746

The number of families served includes all referrals received and processed by Bridge Program staff, regardless of the eligibility status of the family; it counts the work completed even if a family was ultimately not eligible for the Bridge Program.

Bringing Families Home (BFH) Program

Sacramento County CPS continues to operate the Bringing Families Home (BFH) program, providing prevention and housing intervention services to homeless and housing unstable families receiving family reunification and family maintenance services. In the 2020 calendar year, 97 families were served through the BFH program. CPS also received \$1.5 million as part of Sacramento County CARES funding to support homeless programs during the COVID crisis. These funds allowed CPS to expand BFH to serve more families and begin offering housing interventions to families receiving services from Emergency Response and Informal Supervision programs. The CARES funds are a welcomed resource in supporting housing efforts; however, the funding is one-time only and will sunset in early 2021.

In addition, CPS partnered with Sacramento Housing and Redevelopment Agency (SHRA) and Sacramento Steps Forward (SSF) to secure 36 Family Unification Program (FUP) Housing Choice Vouchers (HCV) that are primarily being offered to families involved in reunification or family maintenance services. A few vouchers have also been provided to former foster youth that exited this system at age 18 or after. Through this strong collaboration and partnering with Behavioral Health Services and several youth providers, families and youth needing a voucher were identified and all 36 vouchers have been issued.

Safety Organized Practice

The goal of Safety Organized Practice (SOP) is to improve outcomes for children and families by strengthening critical thinking, enhancing safety, building safety networks, promoting collaborative planning and teaming, and creating well-informed goals and detailed, behaviorally-

based case and safety plans. SOP practices in Sacramento County continue to be emphasized through ongoing trainings. In March 2020, due to the COVID-19 pandemic, coaching continued in a virtual format.

In the last reporting period, Sacramento County, in partnership with UC Davis Regional Training Academy, finalized an SOP curriculum for Family Service Workers (FSW). FSWs support children and families, in part, by coordinating, supervising, and observing child and family visits and providing transportation. In February 2021, FSWs will receive a full day of SOP training, and in March and April 2021, they will receive an introduction to SOP coaching.

Training needs continue to be identified to enhance SOP practices throughout the agency. In 2020, SOP Foundational Training and Behaviorally Based Case Plan Training continued to be provided to social workers in new hire cohorts and CORE 3.0, and group coaching continued to be offered to supervisors. These trainings were delivered in a virtual format due to the pandemic.

Sacramento County continues to utilize external coaches to support the development of goals within units and assist supervisors with structured strategies, tools, and techniques for coaching their social worker teams toward successful implementation and deepening of SOP practices. SOP coaching continued for Emergency Response and Permanency supervisors, program managers, and program planners in 2020. After the COVID-19 pandemic impacts began in late March 2020, coaching resumed in a virtual format. 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.

Since October 2019, a Safety Organized Practice Integration Team (SOP-IT) has met. The core team is currently comprised of program managers and program planners whose focus is to be a conduit for ongoing communication and guide the work to ensure SOP practices are modeled at all levels. This work is aimed at creating a better experience for families and the workforce and is additionally focused on improving outcomes. An SOP vision statement was created, which states, “Sacramento County is dedicated to using Safety Organized Practice at all levels throughout the agency to bring about measureable and transformational change. We model and practice principles of SOP across the agency, with the community and with families, to develop purposeful partnerships. This is achieved by including all voices, building shared understanding, honoring our shared experiences, and providing authentic teaming and collective decision-making opportunities”.

The core team meets twice a month and receives consultation from University of California, Davis, Northern Training Academy. Additionally, there is a designated core team member who participates in the statewide SOP Backbone committee. In 2020, the Integration Team continued to balance the SOP requirements of the agency in light of the pressing needs of a global pandemic. A variety of interventions were tested, which included the development of an SOP

Game Plan, SOP surveys regarding the work being completed during “modified practice”, SOP Quick Tips, continued dialogue with the County Executive Management Team, and increased focus on the facets of Implementation Science as it relates to integration. These interventions served as a mechanism to gather information regarding areas of strength and areas still requiring improvement that can be drawn upon in the future.

Barriers identified during this reporting period include the following:

- There is still a need to determine the best way in which to embed a consistent practice of reviewing the work to ensure that SOP practices are being implemented across the agency.
- Sacramento County has continued to utilize contracted coaches from the UC Davis Regional Training Academy. During this reporting period, there was a reduction of coaching hours; therefore, individual coaching was changed to a group coaching model. In addition, some coaching hours were set aside for specialized projects (e.g., Prevention Child and Family Team meetings, Permanency Child and Family Team meetings, Black Child Legacy Campaign, and Commercially Sexually Exploited Children) for community partners and specialized workers to have SOP infused into their current processes. While these specialized projects are valuable, the shift did impact available coaching hours.

SOP Integration needs continue to be identified to enhance practices throughout the agency. Additionally, Sacramento County remains dedicated to seeking out ways in which to continually review and evaluate the use of SOP across the agency.

Probation

CCR, Resource Family Approval (RFA), Foster Parent Recruitment Retention Support (FPRRS), Child and Family Team (CFT) are current State Initiatives and are all described in detail under Child Welfare/Probation Placement Initiatives. Other Federal and State initiatives include AB 2083, Federal Child and Family Services Review, Family Urgent Response System, and the Family First Prevention Services Act.

AB 2083 Foster youth: Trauma- Informed System of Care:

AB 2083 requires system partners in Child Welfare, Probation, Courts, Education and Behavioral Health to ensure children, youth and families who are involved with child welfare or receiving foster care services through the juvenile justice system and who have experienced trauma will receive timely, effective, collaborative services consistent with the Integrated Core Practice Model (ICPM). The ICPM allows for safe, permanent living situations that can meet their social, emotional, cultural and behavioral needs. County system partners are currently meeting to develop, implement and maintain an integrated and trauma focused system with a shared framework driven by innovation, information and reflective of ICPM. Additionally, a Memorandum of Understanding is being developed to align the policy and procedure of system partners in their mutual commitment to service delivery, oversight and accountability for state

and federally funded programs/services and to address systemic barriers relative to ongoing services. Probation is working with our local system partners to develop an MOU consistent with the legislative requirements in AB 2083.

Federal Child and Family Services Review:

Federal Case Reviews are conducted for the purpose of examining practices and ensuring conformity with Title IV-E and Title IV-B requirements. The Federal Case Review has been slightly modified with cases being reviewed on a continuous quarterly basis by DCFAS through a coordinated assistance with 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 determining how we meet the needs of our youth.

Family Urgent Response System

The Family Urgent Response System (FURS) enacted through Senate Bill 80 –Section 107 (2019) and amended by Assembly Bill 79 (2020) 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, 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.

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. Several provisions focus to enhance support services for families to help children remain at home, reduce the unnecessary use of congregate care, and build capacity of communities to support children and families.

FFPSA creates a specific non-family based placement type and a structure around placing children in these type of placements. The new placements type is a Qualified Residential Treatment Program (QRTP). Federal funding for foster youth specific treatment needs will only be available for non-family based placements that qualify as a QRTP. The impacts to Part IV, Focus and Family Foster Care: Major Reforms to congregate, Residential and Group Care is effective October 2021.

National Resource Center (NRC) Training and Technical Assistance

At this time, Sacramento County Child Welfare and Probation do not utilize the services of the National Resource Center, Western Pacific Implementation Center, or a Quality Improvement Center. Specific to Child Welfare, these resources for training or technical assistance for the Workforce Development Unit are not utilized, nor is it anticipated assistance will be needed.

5 – YEAR SIP CHART CHILD WELFARE

Priority Outcome Measure or Systemic Factor: S1 Maltreatment in Foster Care

National Standard: ≤ 8.5

CSA Baseline Performance: 8.74 (Q3 2016)

Current Performance: 4.99 (Q3 2020)

Target Improvement Goal: Achieve the national standard (a decrease of 3%) by the end of year five of the SIP.

Note: This methodology is based on percentage change and not percentage

Priority Outcome Measure or Systemic Factor: S2 Recurrence of Maltreatment

National Standard: $\leq 9.1\%$

CSA Baseline Performance: 10.2% (Q3 2016)

Current Performance: 9.3% (Q3 2020)

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

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

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

National Standard: $\geq 30.3\%$

CSA Baseline Performance: 28.3% (Q3 2016)

Current Performance: 23.3% (Q3 2020)

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

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

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

National Standard: $\leq 8.3\%$

CSA Baseline Performance: 14.7% (Q3 2016)

Current Performance: 17.5% (Q3 2020)

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

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

Priority Outcome Measure or Systemic Factor: P5 Placement Stability

National Standard: ≤ 4.12 moves per 1,000 days

CSA Baseline Performance: 5.2 (Q3 2016)

Current Performance: 3.63 (Q3 2020)

Target Improvement Goal: Achieve the national standard by the end of year five of the SIP.

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

Strategy 1: Implement Child and Family Team Meetings (aimed at Prevention, Reunification, and Aftercare)	CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 – Recurrence of Maltreatment P4 – Reentry to Foster Care	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Identify Key decision points during a referral or case where a CFT meeting can be held <ul style="list-style-type: none"> Based on trigger events such as imminent risk of removal, case planning, placement changes, etc. 	February 2017	October 2017 Completed	Emergency Response Program Planner in collaboration with S2 and P4 SIP Strategy Team
B1. Analyze baseline data/population (for recurrence of maltreatment) further to determine triggering events to convene a CFT meeting <ul style="list-style-type: none"> Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> Demographics Caregiver information Household makeup Safety plan Family Engagement 	May 2017 August 2017	February 2018 Completed October 2017 Completed	Program Administration Data Lead S2 SIP Strategy team S2 SIP Stakeholder Team

<ul style="list-style-type: none"> ○ If a Team Decision Making meeting was held and did the safety/action plan that were behaviorally based to keep children safely at home a threats ○ Referral to community partners ● Conduct qualitative referral/case reviews using newly developed tool ● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held 	<p>October 2017</p> <p>November 2018</p>	<p>November 2017 Completed</p> <p>February 2018 Completed</p>	<p>S2 SIP Strategy Team</p> <p>Program Administration Data Lead S2 SIP Strategy team S2 SIP Stakeholder Team</p>
<p>B2. Analyze baseline data/population (for reducing reentry to foster care) further to determine triggering events to convene a CFT meeting</p> <ul style="list-style-type: none"> ● Develop referral/case review tool looking at originating substantiated and subsequent substantiated referral: <ul style="list-style-type: none"> ○ Demographics ○ Caregiver information ○ Household makeup ○ Safety plan ○ Family Engagement ○ If a Team Decision Making meeting was held and did 	<p>May 2017</p> <p>February 2018</p>	<p>November 2018 Completed</p> <p>May 2018 Completed</p>	<p>Program Administration Data Lead</p> <p>P4 SIP Strategy team P4 SIP Stakeholder Team</p>

<p>the safety/action plan that were behaviorally based to keep children safely at home a threats</p> <ul style="list-style-type: none"> ○ Referral to community partners ○ If a Team Decision Making meeting was held and did the safety/action plan that were behaviorally based to keep children safely at home a threats ○ Referral to community partners <ul style="list-style-type: none"> ● Conduct qualitative referral/case reviews using newly developed tool ● Analyze data from the qualitative review to determine a focus subset of children and families where a CFT meeting will be held 	<p>June 2018</p> <p>September 2018</p>	<p>August 2018 Completed</p> <p>November 2018 Completed</p>	<p>P4 SIP Strategy Team</p> <p>Program Administration Data Lead P4 SIP Strategy team P4 SIP Stakeholder Team</p>
<p>C. Establish targeted CFT meetings identified as Key decision points</p> <ul style="list-style-type: none"> ● Specific to reducing recurrence of maltreatment ● Specific to reducing reentry to foster care 	<p>February 2018</p> <p>November 2018</p>	<p>April 2018</p> <p>January 2019 Completed</p>	<p>S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team</p>

<p>D. Develop criteria for Prevention CFTs and Permanency CFTs meeting structure to improve S2 and P4 outcome measures</p>	<p>August 2017</p>	<p>April 2018 Completed</p>	<p>S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team</p>
<p>E. Explore facilitation training needs internally, and with external partners</p>	<p>August 2017</p>	<p>October 2017 Completed</p>	<p>S2 SIP Strategy Team P4 SIP Strategy Team Workforce Development Unit</p>
<p>F. Develop CFT policy and procedure</p>	<p>April 2017</p>	<p>April 2018 December 2018 December 2019 December 2020 June 2021</p>	<p>Emergency Response and Permanency Program Planners</p>
<p>G. Train to CFT policy and procedure</p>	<p>April 2018 January 2019 February 2020 February 2021 June 2021</p>	<p>June 2018 February 2019 June 2020 June 2021 June 2022 50% staff trained August 2018 April 2019 September 2020 September 2021 September 2022</p>	<p>Workforce Development Unit</p>

<p>H. Implement CFT meetings during identified Key decision points and CCR timelines specific to reducing recurrence of maltreatment</p> <ul style="list-style-type: none"> • Specific to reducing reentry to foster care • Specific to reducing recurrence of maltreatment 	<p>August 2018 December 2018</p>	<p>Ongoing June 2021</p>	<p>Program Managers Supervisors</p>
<p>I. Develop CQI mechanism/model to determine effectiveness of CFT strategy</p>	<p>January 2018</p>	<p>August 2018 June 2019 December 2020 December 2021</p>	<p>Program Administration Data Lead S2 SIP Strategy Team P4 SIP Strategy Team CFT Implementation Team</p>
<p>J. Monitor progress utilizing the developed CQI mechanism/model at least bi-annually</p>	<p>October 2018 December 2019 December 2020 December 2021</p>	<p>Ongoing June 2021</p>	<p>Program Administration Data Lead Program Managers and Supervisors (Emergency Response, Informal Supervision, and Permanency programs)</p>
<p>K. Work with contracted community prevention partners to modify on-going annual program evaluations to include data related to CFT participation</p>	<p>July 2017</p>	<p>Annually June 2021</p>	<p>Community Prevention Program Planners</p>

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

<p>C. Identify and define the existing efforts of family finding/intensive family finding and support for both CPS and partner agencies, as well as identify any gaps in the existing service areas.</p>	July 2017	July 2018 Completed	CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<p>D. As part of this strategy, CPS and stakeholders will have a common understanding of the outcome data, as well as gaining a deeper understanding of the data as it relates to the specific population and their needs. This will be utilized to further develop and inform the county model and strategically target our practice.</p> <ul style="list-style-type: none"> • Understand the outcome measure • Dig deeper in the data to more clearly understand the population 	July 2017 August 2017	August 2017 - Completed December 2018 June 2019 Completed	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
<p>E. Based on the understanding of the population, the research on best practices an our current efforts, we will develop a model/protocol that clearly defines the continuum of Family Finding, Intensive Family Finding and Engagement across the child welfare spectrum (from Prevention through Permanency), to include definition of terms, time frames, parties responsible, how information is communicated and outcomes desired, as well as a plan to implement once developed.</p>	September 2017	June August 2018 June 2019 Completed	CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

F. Identify staffing needs to implement family finding, intensive family within CPS and external partners.	March 2018	August 2018- December 2018 December 2019 Completed	CPS Division Manager CPS Executive Leadership Team Various Community Stakeholders
G. Training and implementation: <ul style="list-style-type: none"> • Develop training • Train staff • Implement model 	June 2018	December 2018- June 2019- December 2019 Completed	CPS Training Identified Community Stakeholders P3 SIP Strategy Workgroup
H. Determine appropriate data points to measure success and monitor outcomes (CQI).	June 2018	December 2018- June 2019- December 2019 Completed	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders
I. Strategy group meets to monitor and adjust process and outcomes.	December 2018	June 2021	CPS Program Administration Data Lead CPS Division Manager CPS SIP Strategy Lead CPS Managers Various Community Stakeholders

Strategy 3: Increase Support for Resource Families	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 – Placement Stability	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review and analyze placement stability data to evaluate performance and identify needs.	July 2017	December 2017 May 2018 Completed	Program Administration Data Lead, and Strategy Team
B. Research and identify best practice from other counties on caregiver resources and support.	Ongoing	June 2019 Completed	Strategy Team
C. Research existing resources/services to support caregivers and develop a resource guide with information such as school resources, food closets, etc. by region for resource parents to be provided upon placement of a child. Guide to include agency and community partner trainings available for resource parents to include trauma informed parenting, mental health education, child development, etc.	January 2018	June 2019 (ongoing) December 2020 June 2021	Program Administration Data Lead, RFA Team, and Strategy Team

<p>C.1 Identify staffing needs to develop resource directory guide page and to develop data tracking tool for trainings or resource parents</p>	<p>January 2018- December 2018</p>	<p>June 2019 (ongoing) Completed</p>	<p>CPS Executive Leadership Team and Strategy Team</p>
<p>D. Use tracking tools—ETO (Efforts to Outcomes) and California Community Colleges Foster & Kinship Care Education Program Database and perform tracking analysis for resource parents attending trainings to determine overall impact on placement stability.</p>	<p>December 2017</p>	<p>June 2019</p>	<p>Program Administration Data Lead, RFA Team, and Strategy Team</p>
<p>E. Use of resource parent mentors</p>	<p>Ongoing</p>	<p>June 2019</p>	<p>RFA Team</p>
<p>F. Incorporate overview of respite care and Specialized Care Incentives Program Level of Care in and in conjunction with respite care, encourage development and use of social supports versus use of respite care in training for caregivers to prevent burn out and financial stress.</p>	<p>June 2017</p>	<p>June 2019 Completed</p>	<p>RFA Team and CPS RFA Training Team</p>

<p>G. Provide overview to caregivers and social workers on PC-CARE (Parent-Child) Program available for caregivers and children ages 1-5 to help stabilize placement. PC-Care is a 6 week in home intervention designed to improve the quality of the resource parent-foster child relationship and to work with resource parents to support the new placement. Therapists teach and coach caregivers to increase positive parenting skills to help find behavior management strategies when a need is identified.</p>	<p>December 2017</p>	<p>June 2019 Completed</p>	<p>RFA Team and CPS Training Team PC-CARE Program Specialist</p>
<p>H. Refer resource parents of children ages 1-5 to PC-CARE Program.</p>	<p>December 2017</p>	<p>June 2020 June 2021 Completed</p>	<p>Primary Social Worker/PC-CARE Program Specialist Planner and UCD PC-CARE Team Planner CPSU</p>
<p>I. Develop Maintain a tracking mechanism to ensure resource parents of eligible children ages 0-5 are referred to identify caregivers who participate, complete or decline participation in the PC-CARE Program.</p> <ul style="list-style-type: none"> Review information on a semi-annual basis to determine if participation or non-participation by caregivers had an impact on placement stability. 	<p>October 2017</p>	<p>January 2021 (ongoing) June 2021</p>	<p>UCD PC-Care Team Program Planner and Program Administration</p> <ul style="list-style-type: none"> UCD PC-CARE Team and Strategy Team

Strategy 4: Convene and utilize a workgroup to better understand the demographics, and address the factors contributing to trends of maltreatment in foster care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1 – Maltreatment in Foster Care	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review of data entry into CWS/CMS to evaluate for accuracy.	Dec. 2017	March 2018 Completed	Program Administration Team
A.1. Develop ongoing CQI process to monitor this area.	June 2018	October 2018 June 2019 Completed	Program Administration Team
B. Analysis of the use of the Occurrence Date fields in referrals in CWS/CMS to ensure the fields are used with fidelity.	April 2018	January 2019 Completed	Emergency Response and Program Administration Teams
C. Review of the protocol for inclusion of siblings in ER referrals. Quality assurance review to ensure siblings are identified as victims correctly in referrals.	April 2019	July 2019 Completed	Emergency Response and Program Administration Teams
C.1. Share results of quality assurance review with ER staff and Strategy Workgroup as part of CQI process. Train ER staff as to the protocol for sibling inclusion in referrals.	September 2019	January 2020 Completed	Emergency Response, Program Administration Teams, and Strategy Workgroup

D. Conduct analysis of Measure 2F to identify any barriers to social workers completing monthly face to face contact with children in foster care to assess safety. Include analysis of quality of face to face contacts.	January 2019	May 2019 August 2019 Completed	Strategy Workgroup
D.1. Based on outcome of 2F analysis, train staff regarding requirements for in person contacts with children in care each month. Address systemic barriers to staff completion of in person contacts each	July 2019	December 2019 December 2020 Completed	Workforce Development Unit, Emergency Response and Permanency Trainers Strategy Workgroup
E. Conduct analysis into additional areas identified by the workgroup as potential to decrease maltreatment in foster care	January 2020	June 2021	Strategy Workgroup
F. CQI bi-annual quality assurance checks for accuracy to address identified areas for improvement.	March 2019	June 2021	Emergency Response and Permanency Teams

5 – YEAR SIP CHART PROBATION

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

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

National Standard: 40.5%>

CSA Baseline Performance: 13.2% (Q3 2016). According to the Q3 2016 Data Report, 15 of 114 youth were discharged into permanency within 12 months of entering foster care.

Target Improvement Goal: Probation is currently below the National Standard by 23.6%. The following represents targeted increases for year 1-5 in order to meet the national standard. An increase of 5.6% per year over a 5 year period will allow us to perform slightly above the national standard.

Year 1: 18.5%

Year 2: 24.1%

Year 3: 29.7%

Year 4: 35.3%

Year 5: 40.9%

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

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

National Standard: N/A

CSA Baseline Performance: 96.3% (Q3 2016). According to the Q3 2016 Data Report, 77 out of 80 youth's initial placement was into a group homes. 2.5 % were placed with relatives (2 out of 80). 0% (0 out of 80) was placed in foster homes or with foster family agencies. **Current Performance: 3.1% (Q3 2020)**

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

Year 1: 4.5%

Year 2: 6.5%

Year 3: 7.5%

Year 4: 8.5%

Year 5: 10%

<p>Strategy 1: Increase the number of children who achieve permanency in less than 12 months by utilizing training, policy and procedure, warrant execution, yearly program audits, yearly program meetings, 6 and 9 month supervisor reviews, and referrals to R.E.D.Y. and Wraparound services.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement Stability.</p>	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p>A. Conduct yearly training with Probation Officers on the topic of Permanency: Adoption, Legal Guardianship, and Reunification and the requirements for Another Permanent Planned Living</p>	<p>1/201</p>	<p>12/2021</p> <p>Ongoing annually</p>	<p>Placement Supervisors</p> <p>Placement DPOs</p>
<p>B. Revise/Update Policy and Procedure manual for the Probation Placement Unit specific to the requirements of the Manual of Policies and Procedures for Child Welfare Services (Division 31) and the current practices of the Probation</p>	<p>6/2020</p>	<p>3/2021</p>	<p>Placement Division Chief</p> <p>Placement Assistant Division Chief</p> <p>Placement Supervisors</p>
<p>C. Meet with the Juvenile Field Probation administration and supervisors to coordinate random “operations” with the goal of executing placement warrants to expedite the restarting and reengagement of services to achieve permanency.</p>	<p>9/2018</p>	<p>12/2021</p> <p>Ongoing</p> <p>Assessment of resources to accomplish is ongoing.</p>	<p>Placement Division Chief</p> <p>Placement Assistant Division Chief</p> <p>Juvenile Field Division Chief</p> <p>Juvenile Field Assistant Division Chief</p> <p>Placement Supervisors</p> <p>Juvenile Field Supervisors</p>

<p>D. Continued yearly audit and analysis of data of all placement programs to identify both their target and successful populations. The data will be used to inform placement decisions, in an effort to minimize absconds and terminations which can reduce length of time to achieve permanency.</p>	10/2017	12/2021 Ongoing	Placement Supervisor Placement Senior DPO (auditor) Placement DPO (intake officer)
<p>E. Conduct yearly meeting between Probation and placement programs to review expectations and allow Probation Officers to better assess placement options.</p>	12/2020	12/2021	Placement Supervisors Placement DPOs
<p>F. At the time of the Pre-Permanency Hearing (6 months after entry into foster care), the DPO will discuss each case with their supervisor regarding permanency options.</p>	10/2018	12/2021 Ongoing	Placement Supervisors Placement DPOs
<p>G. 9 months after entry into foster care, the DPO will discuss each case with their supervisor to identify barriers in achieving permanency within 12 months and put measures into place (i.e. Wraparound and Probation REDY (Re-Entry Development for Youth) to assist with reunification if appropriate.</p>	10/2018	12/2021 Ongoing	Placement Supervisors Placement DPOs

Strategy 2: Increase the number of children placed in non-congregate care settings by utilizing family finding, recruitment of Resource Families, and utilizing Foster Family Agencies	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) P5 Placement stability 4B Least Restrictive Placement	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input 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. Initiation of internal family finding at the time of detention and continuing throughout the court process.	1/2018	12/2021 Ongoing	Juvenile Intake/Court Supervisors Juvenile Intake/Court DPOs
B. Recruitment of families to become certified Resource Family Approval homes for probation population.	1/2018	12/2021 Ongoing	Placement Supervisor Placement Sr. DPO
C. Network with Foster Family Agencies and build relationships to increase capacity for probation placement population.	1/2018	12/2021 Ongoing	Placement Supervisor Placement Sr. DPO
D. Use of contracted family finding community based organizations to provide intensive family finding and supportive case management. Internally, refer cases in need of family finding to Officers designated to perform family finding and supportive case management.	1/2018 8/2018	7/2019 12/2021	Placement Supervisor Placement Sr. DPO