

California - Child and Family Services Review

System Improvement Plan

Sonoma County Human Services Department
Sonoma County Probation Department

February 14, 2024 – February 13, 2029



COUNTY OF
SONOMA



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Introduction

Background and Purpose

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services (HHS) to review state child and family service programs to ensure conformity with the requirements in Titles IV-B and IV-E of the SSA. In response, the federal Children’s Bureau initiated the Child and Family Services Reviews (CFSR) nationwide in 2000 marking the first time the federal government evaluated state child welfare service programs using performance-based outcome measures in contrast to solely assessing indicators of processes associated with the provision of child welfare services. California began its first round of the CFSRs in 2002. The goal of the CFSR process is to help states make consistent improvements in child welfare service delivery in order to achieve optimal child safety, permanency and well-being outcomes.

In California, the CFSR process is ongoing with the goal of continuous quality improvement. It is comprised of the following components:

1. County Self-Assessment (CSA) including a Peer Review
2. System Improvement Plan (SIP)
3. Quarterly Outcome and Accountability Data Reports
4. Case Review Program

The purpose of the County Self-Assessment is for each county, in collaboration with their community and prevention partners and the California Department of Social Services to comprehensively examine its full array of child welfare and probation programs from prevention, through permanency and aftercare. It is the vehicle used to determine effectiveness of current practice, programs, and resources across the continuum of child welfare and probation placement services and identifies areas for targeted system improvement. The CSA occurs at the county level every five years.

The assessment process includes various forums for stakeholder input sharing and gathering, and analysis of data in all federal and state outcome areas. The CSA also includes a weeklong Peer Review intended to provide counties with issue-specific, qualitative information gathered by external peer experts. The Peer Review illuminates program and practice strengths as well as those in which improvement is needed. Further, it allows for peers from other counties and social workers and probation officers from host counties to share best practice ideas on how to improve services for children and families in a specific Outcome Data Measure. Sonoma County held its Peer Review for four days during the week of May 15, 2023.

Sonoma County values the partnership with all members of the community. A core component of the County Self-Assessment is to engage stakeholders and elicit their input into the strengths and barriers facing both the Division of Family, Youth & Children (FYC) and Juvenile Probation. There were a wide variety of child welfare and probation stakeholders who participated in the CSA including child welfare and probation staff, youth, parents, resource families, short-term residential therapeutic program (STRTP), foster family agencies, mental health, public health, substance abuse treatment, education, Indian Child Welfare experts representing local Native American Tribes, prevention partners, court representatives, CDSS and others. The CSA Planning Team conducted three significant activities, which spanned April through September 2023:

- **Stakeholder Community Meeting:** The Stakeholder Meeting was held on April 18, 2023 after an invitation was circulated extensively throughout the county. Over the course of the half-day, in-person meeting, the 112 participants reviewed outcome trends, contributing factors, and system performance. Participants were invited to join small groups to discuss and share their views on permanency. Discussions centered on what’s working well and what could be improved about three relevant topics:
 - Successful reunification as a pathway to permanency
 - Ensuring equity for all children, youth, and families receiving help from our service systems
 - Promoting well-being of children and youth
- **Peer Review:** The Peer Review was conducted over four consecutive days during the week of May 15-19, 2023 using a virtual meeting platform (Zoom). On the fifth day, the results of the Peer Review were shared with internal stakeholders. The county utilized an outside consultant (Leslie Ann Hay, MSW of Hay Consulting) to team with CDSS and facilitate the activities of the Peer Review. This included the orientation of Peers, daily and final debriefs, and summarization of the findings and recommendations. 18 total cases (13 FY&C; 5 Probation) were reviewed by 8 participating counties to identify strengths and challenges in casework practice related to achieving priority outcome P2- Children exiting to permanency within 12 months for children in foster care 12-23 months.
- **Focus Groups:** Distinct stakeholder groups were identified as important contributors to the CSA process and targeted for participation. Across both Child Welfare and Probation, a total of 127 participants contributed their input over the course of 24 focus group sessions. Participants represented multiple aspects of the Child Welfare and Probation systems—from parents and youth to staff and management to courts and community partners:

Child Welfare Focus Groups <i>100 total participants</i>	Juvenile Probation Groups <i>9 total participants</i>	Both <i>18 total participants</i>
FYC Management (14) FYC Supervisors (15) FYC Line Workers (14)	JPD Probation Officers (5) JPD Bio parents (1) Delinquency Court (3)	Service Providers (14) Tribes (4)

FYC Admin Supervisors (5) FYC Support Staff (19) FYC Youth (11) FYC Bio parents (5) FYC Resource Parents (11) Dependency Court (6)		
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A specific question set was developed for each stakeholder group, designed to elicit that particular group’s perspective and experience while exploring topic areas central to permanency.

Guiding Principles of the CSA

The guiding principles of the CSA process outlined below are intended to ground the CSA in common language and values. They can be used to orient staff and stakeholders and are referred to throughout the CSA process. They are also intended to assist in the integration of the newly approved Comprehensive Prevention Plan, Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP) and the Promoting Safe and Stable Families (PSSF) needs assessment into the CSA process. This integration streamlines the use of CAPIT/CBCAP/PSSF funds to address the unmet needs identified in the CSA and have direct impact in improving outcomes.

- The goal of the child welfare system is to improve outcomes for children and families in the areas of safety, permanency, and well-being.
- The entire community is responsible for child, youth and family welfare, not just the child welfare agency. The child welfare agency has the primary responsibility to intervene when children’s safety is endangered.
- To be effective, the child welfare system must embrace the entire continuum of prevention services and after care prevention.
- Engagement with consumers and the community is vital to promoting safety, permanency, and well-being.
- Fiscal strategies must be arranged to meet the needs identified in the CSA.
- Transforming the child welfare system is a process that involves removing traditional barriers within programs, our system and other systems, including addressing issues of race and equity.

Analysis Approach

A comprehensive content analysis was conducted on the results of each focus group with attention paid to the strengths, challenges and ideas identified by participants. Themes were drawn across the many focus groups, highlighting key overarching topics and viable strategies for the future. Likewise, findings and conclusions from the Stakeholder Meeting were analyzed and integrated into the theme development process. The findings from these activities as well as the strategies identified in the Peer Review and Sonoma’s Comprehensive Prevention Plan were used to inform the System Improvement Plan.

System Improvement Plan (SIP)

The Sonoma County 2019-2024 System Improvement Plan reflects feedback from more than 200 individuals representing a wide variety of child welfare and probation partners. The SIP reflects Sonoma County's commitment to specific measurable improvements in processes, outcomes and systems that the county will achieve within a defined timeframe. The SIP acts as the county's roadmap for system improvements for the next five years and includes action steps, timeframes and improvement targets. It also serves as the operational agreement between the county and the state in the local implementation of strategies to improve safety, permanency and well-being outcomes of children and their families. The SIP is updated yearly and an annual report is provided to the State. It becomes one mechanism for counties to report progress toward meeting improvement goals. This report will form the basis for Sonoma County's 2024-2029 System Improvement Plan.

Quarterly Outcome and Accountability Data Reports

The quarterly data reports include key safety, permanency and well-being outcomes for each county and derive from the data that were extracted from the Child Welfare Services/Case Management System (CWS/CMS). The data can be accessed on the California Child Welfare Indicators Project (CCWIP) website, <https://ccwip.berkeley.edu/>. These quarterly reports provide federal and state program measures serving as the basis for the CFSR and to track performance over time.

Case Review Program

In October 2015, Family, Youth and Children's Division launched its local Case Review program, also known as the Child and Family Services Review (CFSR), which is a federally mandated qualitative review of state child welfare and probation systems. Case review provides insight to counties about experiences of children and families receiving child welfare and probation services. The ultimate goal of case review is to improve services to children and families and to assist children and families achieve positive outcomes in the areas of safety, permanency and well-being. The review process includes a case file review and interviews with key case participants, including case carrying social workers and/or probation officers, parents, caregivers and children. The results of the reviews are entered into the federal data system, Online Monitoring System. The case reviews add to state and county child welfare and probation continuous quality improvement (CQI) process. FYC's Case Review team identifies trends of strengths and areas needing improvement from each quarter's reviews or when a good sample size is completed, and provides recommendations on how the agency can meet the goals of CFSR and improve the quality of services provided to children and families.

Overview of Sonoma County Child Welfare and Juvenile Probation

Child Welfare Services

The Family, Youth and Children's (FYC) Division of the Sonoma County Human Services Department is the agency responsible for investigating allegations of child abuse and neglect. FYC provides a full-spectrum of child welfare services and

programs from community education and prevention programs to foster care and adoption services. It manages the county-operated emergency shelter for children, Valley of the Moon Children's Center (VMCC) and the Child Advocacy Center, Redwood Children's Center. FYC also manages foster and adoptive parent recruitment and licensing. In June 2024, FYC will open its own short-term residential therapeutic program for children in need of a higher level of care. Child welfare agencies are responsible for achieving the **safety, permanency** and **well-being** goals federally mandated in various pieces of legislation.

FY&C Vision

All children, youth, families, and staff are treated with dignity, equity, and respect and have the right to be safe, healthy, and resilient, in their own neighborhood and community. We believe that transparency, mutuality, cultural diversity, acceptance of all gender expression and sexual orientation, social justice, and racial equity drive innovation and best practices in child welfare. As an organization, we hold ourselves accountable for upholding the mission and working towards the vision.

FY&C Mission

The Sonoma County Family, Youth and Children's Division ensures the safety and well-being of children, youth, and families in our communities. We provide culturally sensitive, inclusive, and trauma informed services and resources with the goal of ensuring supportive placements, temporary shelter care, and permanency. By promoting diverse community collaboration and connections, we are committed to addressing the root causes of systemic racism, socio-economic oppression, and intergenerational trauma that may lead to child abuse and neglect and disproportionality within the child welfare system.

Indicators of FY&C becoming an anti-racist organization:

- *Fostering a culture and learning climate where discussions about race, racism, and oppression are openly discussed and we are held accountable;*
- *Proactively creating partnerships with our community to achieve positive outcomes that promote racial equity and cultural awareness, which result in conditions for children and families to thrive;*
- *Building the capacity of all FY&C staff at every level to respond effectively to structural racism, individual bias, and promote culturally aware policy and practice; and*
- *Creating policies, training, hiring, and program practice guidelines to ensure equitable outcomes for children, families, and staff of diverse racial backgrounds.*

Juvenile Probation

The Juvenile Division of the Sonoma County Probation Department works in conjunction with other partners of the juvenile justice system, to provide effective interventions and rehabilitation for our community's youth and families. Sonoma County has a history of building and maintaining collaborative relationships with local community-based organizations (CBOs). These relationships result in the sharing of information, increased

multi-agency efforts to secure grants and programs, and a healthy utilization of CBOs who deliver important services to the probation population throughout the county. The Juvenile Services Division consistently strives to locate and implement an evidence-based and trauma-informed approach that provides a variety of intervention programs which include restorative justice, individual and family counseling, substance abuse treatment, mental health treatment and gender-responsive groups. Probation provides structure and accountability while offering support and assistance to those entering the juvenile justice system.

The Sonoma County Probation Department operates a Juvenile Hall facility for young people in the juvenile justice system. While this facility serves young people at different stages in the juvenile justice system, the common thread is an environment that allows them to confront and take responsibility for their criminal behavior and, in turn, to build on their strengths and develop skills in preparation for a successful return to the community.

Probation Department Vision

Achieving justice and enhancing community safety by making a positive difference in the lives of victims, justice system involved youth and adults, and their families.

Probation Department Mission

The Sonoma County Probation Department is committed to reducing recidivism, fostering accountability, promoting positive behavior change and safeguarding the community.

County Self-Assessment Summary of Findings

The findings from the CSA has shown that Sonoma County, and specifically FYC and Juvenile Probation have many strengths and are committed to addressing areas where improvements are needed. The Demographic data showed that Sonoma County's housing cost continued to be higher than the rest of California and addressing homelessness is an area of focus for the County. In addition, there continues to be inequity across racial/ethnic categories where Latinx, African American and Native Americans experience lower incomes and higher rates of poverty. Sonoma County continues to perform well in multiple Child Maltreatment indicators. Childbirth, weight, mortality and teen-births are all areas where Sonoma has seen either stability or improvements. However, the County has experienced a rise in child deaths in 2021 and has been seeing a trend of accidental fentanyl overdoses by children. The County has been investing more attention to address the opioid epidemic and do more educational outreach and awareness campaigns.

Child Welfare

Specific to FYC, we are finding that staffing and retention of staff are an area where focus is needed as this challenge, along with the availability of timely services has impacted several of the Outcome Data Measures. Specific to the Permanency

measures, FYC has been working with court partners to address the delays in establishing permanency as often times the Court extended services despite the agency's recommendations to terminate services or finalize adoptions.

Addressing the staffing challenges will continue to be a priority for FYC. Specifically focus on Social Worker retention, including Social Work Assistant, Social Services Worker II and III, CPS Social Worker, Social Services Supervisor I, and CPS Social Work Supervisor. In addition, it is notable that in all the participation data, Native American and Black children consistently had the highest participation rates and we see disproportionality in the data. FYC has prioritized addressing race and equity over the past several years and is committed to continuing the work internally and with the community. For example, we contracted with a consultant to complete a case review of Native American and Black children who entered foster care in 2022 to determine if concerted efforts were made to prevent removal. The consultant has recently shared the findings of her review and has provided recommendations.

FYC has accomplished many of its goals and action steps from the prior SIP, and has met the target for Placement Stability, which was one of the priority areas. FYC also has had many other accomplishments outside of its SIP, including the upcoming opening of its own STRTP, an approved Comprehensive Prevention Plan and expansion of our engagement and relationship with the community. FYC also implemented several initiatives along the way and has worked towards improving practice by implementing the Core Practice Model and continuing to utilize Safety Organized Practice (SOP).

FYC focused on Permanency in 12 months (in care for 12-23 months) for the CSA, as FYC did not meet the national target for this measure, despite its efforts from the prior SIP. Some key factors that affected the outcome of this measure included the Covid pandemic, delays in court, insufficient provider capacity and the complex needs of youth in care. These were all considered as we developed the strategies for the SIP, along with the wealth of information gathered from the CSA.

Probation

The Sonoma County Probation Department is pleased with its findings despite our relatively small Placement population size. One area of concern is the shared challenge agencies and community-based organizations are experiencing over retaining and maintaining staff and managers. As a result, referrals are taking longer than pre-pandemic, which delays services creating frustration shared by all. Probation is working diligently with its partners to keep lines of communication active and streamlining processes to reduce waitlists as much as possible.

The Probation Department has fully implemented Child and Family Teams (CFTs), providing them to all youths in non-Diversion cases. The early results of this model are very promising, and Probation has committed to fully training all Probation Officers (POs) in the model during this SIP cycle. In addition to CFT trainings, POs will be providing pre- and post- surveys to youths and families receiving CFTs; the objective is

to gain both qualitative and quantitative insights to facilitate ongoing CFT and training improvements.

Lastly, despite promising overall findings, we will continue to monitor P2: Permanency in 12 months (in care 12-23 months). While Probation was only below the $\geq 43.8\%$ National Performance by a modest 3.8% over the past five years, we recognize that when those youth do come into our care, enhanced safeguards should be in place to assure compliance moving forward.

Refer to Sonoma County’s County Self-Assessment report in 2023 for additional findings of the County Self-Assessment for Child Welfare and Juvenile Probation.

Federal Measures from the California Child Welfare Indicators Project (CCWIP)

Child Welfare

The table below shows Family, Youth and Children’s Services performance on the federal measures, using Quarter 2 data from the California Child Welfare Indicators Project (CCWIP) averaged over the 5-year CSA period.

Federal Outcome Performance Measures			
Outcome Measure	National Performance	County Performance (Mean)	Difference
S1: Maltreatment in foster care	≤ 9.07	4.13	-4.94
S2: Recurrence of maltreatment	$\leq 9.7\%$	7.8%	-1.9%
P1: Permanency in 12 months (entering foster care)	$\geq 35.2\%$	40.1%	+4.9%
P2: Permanency in 12 months (in care 12-23 months)	$\geq 43.8\%$	43.7%	-0.1%
P3: Permanency in 12 months (in care 24+ months)	$\geq 37.3\%$	37.4%	+0.1%

P4: Re-entry to foster care in 12 months	≤ 5.6%	11.0%	+5.4%
P5: Placement stability	≤ 4.48	4.40	-0.08

Probation

The table below shows the Sonoma County Probation Department's performance on the federal measures, using Quarter 2 data from the California Child Welfare Indicators Project (CCWIP) averaged over the 5-year CSA period.

Federal Outcome Performance Measures			
Outcome Measure	National Performance	County Performance (Mean)	Difference
S1: Maltreatment in foster care	≤ 9.07	0.0%	n/a
S2: Recurrence of maltreatment	≤ 9.7%	7.0%	-2.7%
P1: Permanency in 12 months (entering foster care)	≥ 35.2%	34.7%	-0.5%
P2: Permanency in 12 months (in care 12-23 months)	≥ 43.8 %	40.0%	-3.8%
P3: Permanency in 12 months (in care 24+ months)	≥ 37.3%	40.0%	+2.7%
P4: Re-entry to foster care in 12 months	≤ 5.6%	10.2%	+4.6%
P5: Placement stability	≤ 4.48	.9	-3.58

SIP Narrative

System Improvement Plan Development Process

Child Welfare

Following the County Self-Assessment, the members of the Family, Youth and Children's (FYC) Division's CFSSR team along with the entire leadership team reconvened to review the findings of the CSA, including a review of performance in state and federal measures and the county demographic data. FYC dedicated the majority of our recent Manager Offsite to identify the priority areas and strategies to focus on in order to improve Performance Outcome Measure P2- Permanency in 12 months (in Care 12-23 months). We followed by engaging supervisors at the Leadership Offsite to further develop the strategies for the System Improvement Plan, February 14, 2024 - February 13, 2029.

FYC also considered trends from the local Case Review program and reviewed the strategies from the approved Comprehensive Prevention Plan, which reflected some of the feedback shared during the CSA. In order to prioritize, the Leadership team lifted up the voices of the participants of the CSA from various input sessions; ensured the priorities reflected the agency mission, vision and values; and selected measurable and attainable strategies for the next five years.

Probation

Following the County Self-Assessment, Probation management and supervisors met on multiple occasions to review the findings of the CSA. Using the information we learned from the CSA, we created targeted strategies for the upcoming System Improvement Plan. We specifically plan to focus on improving training opportunities for those who are assigned to the Placement Unit to build on previous successes and ensure streamlined implementation of processes. We also plan to implement further training regarding Family Finding efforts at the onset of the case, to expand the youth's natural supports. Finally, we plan to increase the amount of trained staff who can facilitate CFT Meetings in order to have CFTs as a means of responding to crisis.

System Improvement Plan Team

The Family, Youth and Children's Services and Juvenile Probation Divisions would like to thank our leadership teams, which includes managers and supervisors in our Divisions for their assistance with the development of the System Improvement Plan. We are hosting a follow up Stakeholder Community Meeting on June 11, 2024 to share the findings of the CSA and strategies we would like to pursue for our System Improvement Plan.

The Sonoma County System Improvement Plan (SIP) was guided by a Steering Committee composed of representatives of the Family, Youth and Children’s Division and the Juvenile Probation Division. The following are the members of the SIP Steering Committee:

Family, Youth and Children’s Division

- Justine Arenander, Program Planning & Evaluation Analyst
- Dominic Uyeda, Program Planning & Evaluation Analyst
- Sabrina Johnson, Program Development Manager
- Josephine McKay, Initial Services Section Manager
- Vanessa Azevedo, Placement & Prevention Services Section Manager
- Rachel Varville, Permanency Section Manager
- Briana Downey, Valley of the Moon Children’s Center Section Manager
- Charity Doronila, Administrative & Quality Improvement Section Manager
- Donna Broadbent, Division Director

Juvenile Probation Division

- Bridget Beck, Deputy Probation Officer IV
- Haunani Pakaki, Program Planning and Evaluation Analyst
- Kris Hoyer, Division Director
- Brad Michnevich, Deputy Chief Probation Officer

Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

Current Child Welfare Service (CWS) Performance

Sonoma County’s CWS performance remained fairly stable between the time of the County Self-Assessment (CSA) and preparation for the System Improvement Plan (SIP), with the exception of P2, P3, and 2F(1) which all experienced considerable declines. FYC used data through Quarter 2 (Q2) of 2022 as the baseline for the CSA process. All measures that met the performance standards in Q2 2022 continued to meet the standards in Q2 2023, and the same was true for measures failing to meet the performance standards (see Tables 1 and 2 below for details). Since the time of the Q2 2023 extract, performance has improved or remained the same on all measures. Significant improvements since Q2 2023 have been seen in measures not meeting the national performance in Table 2 below, though they remain below national performance. These improvements are likely attributable to delayed data entry.

Table 1: Sonoma County Child Welfare Outcomes Exceeding National Performance

	National/State Target	Q2 2022	CSA Action	Q2 2023	Change from CSA

		Sonoma County Performance		Sonoma County Performance	
4-S1 Maltreatment in Foster Care	≤ 9.07	4.92	Strength	3.27	-1.65
4-S2 Recurrence of Maltreatment	≤ 9.7%	6.0%	Strength	5.7%	-0.3%
4-P5 Placement Stability	≤ 4.48	3.14	Watch	2.5	-0.64
2B(1) Timely Response (Immediate Response Compliance)	≥ 90.0%	94.0%	Strength	96.0%	+2.0%
2F(2) Monthly Visits In Residence (Out Of Home)	≥ 50.0%	79.1%	Strength	71.0%	-8.1%

Data Source: CWS/CMS 2023 Quarter 2 Extract for Sonoma County
http://cssr.berkeley.edu/ucb_childwelfare

Table 2: Sonoma County Child Welfare Outcomes Below National Performance

	National/State Target	Q2 2022 Sonoma County Performance	CSA Action	Q2 2023 Sonoma County Performance	Change from CSA
4-P1 Permanency in 12 months (entering foster care)	≥ 35.2%	30.6%	Watch	26.4%	-4.2%
4-P2 Permanency in 12 months (In-care 12-23 months)	≥ 43.8 %	37.8%	Watch	19.6%	-18.2%

4-P3 Permanency in 12 months (In-care 24+ months)	≥ 37.3%	27.6%	Watch	6.7%	-20.9%
4-P4 Re- entry to foster care in 12 months	≤ 5.6%	10.5%	Watch	11.5%	+1.0%
2B(2) Timely Response (10-Day Response compliance)	≥ 90.0%	85.1%	Watch	80.8%	-4.3%
2F(1) Monthly Visits (Out of Home)	≥ 95.0%	63.8%	Watch	51.1%	-12.7%

Data Source: CWS/CMS 2023 Quarter 2 Extract for Sonoma County

http://cssr.berkeley.edu/ucb_childwelfare

Summary of CWS Outcome Measures Performing Below National Performance

4-P1: Permanency in 12 months for children entering foster care: Sonoma County FYC has seen a downward trend in P1 beginning in FY 19/20 and continuing into 2023. That said, the national performance standard was met for the majority of the CSA period and the average performance during this time period exceeded the national performance.

4-P2: Permanency in 12 months for children in foster care 12-23 months: Sonoma County's prior SIP focused on two outcome measures: Placement Stability (P5) and Permanency in 12 months for those in care 12-23 months (P2). Though demonstrable improvement was seen in placement stability in recent years, exceeding the national performance for P2 has proven more difficult. Therefore, in the current SIP, Sonoma County is examining ways to improve permanency for children in care 12-23 months, and will continue to monitor other performance measures not meeting national performance standards. P2 was chosen in lieu of other measures performing below the national performance given that Sonoma County has historically struggled with meeting the performance threshold and the number of children affected is significant.

4-P3: Permanency in 12 months for children in foster care 24 months or more: Performance on P3 was showing improvement during the beginning of the CSA period and subsequently declined beginning in FY 20/21. Since Q2 2023, performance rose to

27.1%, likely the result of delays in data entry. The average performance over the CSA period exceeded the national performance at 40.0%.

4-P4: Reentry to foster care in 12 months: Though P4 performance was consistently below the national performance throughout the CSA period, it was not selected as an area of focus for this SIP cycle because it has historically been an area of strength for Sonoma County prior to the recent change to the methodology with CFSR Round 4. It will be helpful to observe how the changed methodology affects longer term trends. Additionally, due to the relatively small size of Sonoma County's child welfare system, reentry occurs for a small sample of children and fluctuations can be heavily influenced by sibling groups.

2B(2): Timely Response (10-Day Response Compliance): The average performance rate on this measure during the CSA period was 83.0% and was below national performance throughout the reporting period. Since the onset of the COVID-19 pandemic, performance has remained fairly stable, nearing pre-pandemic rates. Though this is a known area needing improvement, it was not prioritized for this SIP cycle in part because compliance is believed to be affected by high rates of turnover and staffing shortages in Emergency Response as well as delays in contact note entry and referral closure.

2F(1): Monthly Visits (Out of Home): Performance on this measure was nearing the national target for the first three years of the CSA period, then witnessed a very steep decline during FY 19/20 after which it has failed to recover. This measure is believed to be significantly affected by delayed contact note entry, which is a longstanding issue. FYC has continued to identify strategies to address the challenges of delayed contact note entry. Missing contacts are a discussion item in supervision and during the section supervisors meeting. Supervisors are encouraged to review SafeMeasures with their teams and plan for ways to catch up on contact note entry. Protected time is reserved so workers have the time to enter contact notes. In addition, timely contact note entry has been integrated into performance metrics in performance evaluations. We will continue to monitor performance on this measure and assess whether improvements are seen with the implementation of the aforementioned strategies.

Current Probation Performance

Sonoma County Probation's performance remained stable between the time of the County Self-Assessment (CSA) and in preparation for the System Improvement Plan (SIP). Using Quarter 2 (Q2) of 2022 as the baseline for the CSA process, we see continued strength through Q2 2023. As previously noted, caseloads remain very small, but a positive level of performance remains consistent. While even the smallest negative result can significantly impact the data, such small numbers enable Probation to respond very quickly to shifts in a youth's trajectory.

Sonoma County’s last SIP focused on two outcome measures: Placement Stability (P5), and Permanency in 12 months for those in care 12-23 months (P2). While the numbers were very small, Probation was below the National Performance for Placement Stability (P5) by 3.58%; the data for Permanency in 12 months for those in care 12-23 months (P2) was also very limited and Probation was just below the national performance at 40%, where the goal is $\geq 43.8\%$. In both instances, a positive or negative change in a single youth’s behavior could completely tip the scales; therefore, Sonoma County Probation will be looking at systemic factors as identified by participants in the CSA.

Table 1: Sonoma County Probation Outcomes Meeting Exceeding National Performance

	National / State Target	Q2 2022 Sonoma County Performance	CSA Action	Q2 2023 Sonoma County Performance	Change from CSA
4-S1 Maltreatment in Foster Care	≤ 9.07	0.0	Strength	0.0	0.0
4-S2 Recurrence of Maltreatment	$\leq 9.7\%$	5.7%	Strength	n/a	0.0%
4-P1 Permanency in 12 months (entering in foster care)	$\geq 35.2\%$	100.0%	Strength	100.0%	0.0%
4-P2 Permanency in 12 months (In-care 12-23 months)	$\geq 43.8\%$	100%	Strength	n/a	0.0%
4-P3 Permanency in 12 months (In-care 24+ months)	$\geq 37.3\%$	n/a	Strength	n/a	0.0%
4-P4 Re-entry to foster care in 12 months	$\leq 5.6\%$	0.0%	Strength	0.0%	0.0%
4-P5 Placement Stability	≤ 4.48	0.0	Strength	0.0	0.0
2F(1) Monthly Visits (Out of Home)	$\geq 95.0\%$	100.0%	Strength	100.0%	0.0%

2F(2) Monthly Visits In Residence (Out Of Home)	≥ 50.0%	100.0%	Strength	85.0%	-15.0%
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Data Source: CWS/CMS 2023 Quarter 23 Extract for Sonoma County, Accessed 3/5/2023, http://cssr.berkeley.edu/ucb_childwelfare **Table 2: Sonoma County Probation Below National Performance**

Information not required-all Probation standards met.

System Improvement Plan Priority Areas - Child Welfare

The following section describes the priority areas that FYC will be focusing on the next five years. As mentioned prior, FYC received input on Priority Outcome Measure, P2: Permanency in 12 months (in care 12-23 months) during the CSA, including the Peer Review, and we will focus on this measure for the System Improvement Plan. Some of the findings from the CSA reflected the need to improve social worker retention, workforce development, concurrent planning and availability of timely services. These are the areas FYC has chosen to prioritize in order to improve P2 and a systematic factor to enhance the availability of services to parents receiving Family Reunification services.

Each action step is assigned to a Division Director, Section Manager or Program Development Manager to ensure implementation of the identified strategies are completed within the allotted timeframe of three years. The two remaining years of the SIP cycle will be used to monitor and evaluate progress, and make any necessary adjustments in order to reach our goal. FYC has identified specific ways to monitor and evaluate progress and have noted them below each strategy. The 5-Year SIP Chart can be found in Attachment 1 of this report.

Outcome Measure 4-P2 Permanency in 12 months (in care 12-23 months)

Results are mixed for children who enter the second year of foster care. CCWIP data from Quarter 2, 2016-2022 shows that FYC did not meet the target for this measure four out of the six years and according to the most recent data, Quarter 2, 2023, FYC's performance declined to 30.8% compared to the national performance of 43.8% or above. It is always the primary goal to minimize the amount of time children spend in foster care, which is by definition temporary. Reunification is the priority goal and if that cannot safely occur, guardianship or adoption are the back-up plans. Therefore, FYC is focusing its 5-year plan on ensuring that children and youth achieve permanency in a timely manner. FYC focused on P2 during the prior SIP cycle, but due to various obstacles FYC faced, including natural disasters such as the wildfires and the Covid pandemic, we did not meet the goal we intended. We are hopeful that with our ongoing collaboration with Court partners and the strategies we have identified, that we can improve our permanency outcomes and P2 specifically.

Strategy 1: Improve retention of social work staff through support and training enhancement

Strategy Rationale:

Staff retention has long been a priority for the management team and was identified as an area of focus during the previous SIP cycle. That said, it remains a challenge that requires ongoing strategic planning efforts in order to stabilize the workforce and ensure timely permanency for youth in our care. Over the past five years, the vacancy rate fluctuated with an 11% vacancy rate during the writing of the CSA report. During times when vacancy rates were high, staff described the workload and work conditions to be unmanageable. This is even more so when there were a number of staff on leave, especially during the COVID pandemic.

The first two years of the previous SIP cycle, FYC was able to fill most of its CPS Social Worker vacancies using various recruitment strategies, including regular continuous recruitments. The Division Director and Section Managers met regularly for strategic planning to address staffing issues. An idea that came from the strategic planning meetings was to underfill the CPS Social Worker position with SW III positions due to the difficulty of filling all 100.5 CPS SW positions. The primary role of the SW IIIs is to support case carrying social workers in various programs. In addition, the Labor Management Committee (LMC), which is a collaboration between management, supervisors and line staff meets monthly to address workload issues. As of the writing of this report, it is anticipated that most, if not all of the CPS SW vacancies will be filled by May 2024 due to the ongoing and robust recruitment efforts.

While FYC will continue to focus on recruitment, we will also focus on Social Worker retention for the SIP in all Social Worker classifications: Social Work Assistant, Social Services Worker II and III, CPS Social Worker, Social Services Supervisor I, and CPS Social Work Supervisor. The most recent 3-year retention rate was 67.6% meaning that 67.6% of FYC staff in the social work series on 12/31/2020 remained within the social work series at the end of 2023, while 32.4% did not. Within this classification series, the average years of service was 8.2 years, spanning from 0 years to 33 years employed. This data does not account for the CPS Social Workers who promoted to a management level position within the Division, but only those who remained in the Social Worker position series. Sonoma County's goal is to increase retention to 70% at the end of this SIP cycle. This is equivalent to approximately 3 additional employees retained.

Although we are focusing on Social Worker retention for the SIP, the agency understands the importance and value of retaining all staff within the agency as each role plays a critical component to the strength of the whole system. Although retention has been steady for admin and staff at the Valley of the Moon 10-day shelter, it is still important to continue to collect data and address issues that may arise pertaining to

retention. For admin staff for instance, staff input was gathered and implemented pertaining to retention. The data shows that most of the admin transitions were due to promotions as FYC is committed to offering a promotional pathway.

Staffing challenges were consistently identified throughout the CSA process as of paramount importance. Nearly all focus groups highlighted significant staffing strains including those conducted across all levels of FYC and with community partners. Peer review findings additionally identified social worker turnover and changing case assignments as impactful on connecting youth to services. The correlation between social worker turnover and permanency outcomes in child welfare has been documented in the literature. One commonly cited report from Milwaukee County found an inverse relationship between the number of assigned caseworkers and the likelihood of achieving permanency, such that 74.5% of children with one worker achieved permanency compared to 17.5% of those with two workers, 5.2% of those with three workers and so on.¹ Similarly, another study in 2002 found that a single change of caseworker during the year reduced the likelihood of permanency by 52%.² Training and professional development opportunities have additionally been shown to promote retention of child welfare workers both through the content of the offerings and the recognition and respite of the experience.³ In addition, FYC conducted a literature review last SIP cycle relating to retention and it was reiterated that one of the reasons employees leave the workforce is due to lack of supportive supervision. As a result, improving social work staff retention through support and training enhancement will be addressed in this SIP cycle.

CPS social worker retention was also a focus during the prior SIP cycle, but as mentioned, we had faced various obstacles, such as the fires and the Covid pandemic. During the Covid pandemic for instance, many child welfare agencies encountered staffing shortages due to resignations and leaves. To fill the vacancies, FYC focused on recruitment, including multiple continuous recruitments, opening promotional pathways for internal staff and hiring SW III's to support the work social workers were doing. We are more prepared this next SIP cycle to focus on retention with the recruitment success we have had, and the data we have gathered from the prior SIP and the CSA.

Action Steps and Systematic Changes Needed to Support Improvement Goal:

- A. Participate in the Workforce Study and determine which recommendation(s), if any, will be implemented
- B. Provide quality supervision across the agency

¹ Flower, C., McDonald, J., & Sumski, M. (2005). Review of turnover in Milwaukee county private agency child welfare ongoing case management staff. <https://www.uh.edu/socialwork/docs/cwep/national-iv-e/turnoverstudy.pdf>

² Potter, C. C., & Klein-Rothschild, S. (2002). Getting home on time: Predicting timely permanency for young children. *Child Welfare*, 81(2), 123-150.

³ Bernotavicz, F. (n.d.). Retention of child welfare caseworkers: A report. National Child Welfare Resource Center for Organizational Improvement. <http://muskie.usm.maine.edu/helpkids/pubstext/retention.htm>.

1. Conduct a literature review, staff input session, and staff survey on quality supervision with their direct supervisors
 2. Improve rates of timely monthly caseworker visit documentation by reviewing contact note entry during individual conferences and creating a plan to improve documentation if needed
 3. Implement findings from the literature review, staff input session, and staff survey, including offering trainings to supervisors and updating Policies and Procedures
 4. Complete performance evaluations timely and assess the feasibility of a 360-review process
- C. The HSD/FYC Training Coordinator will work with the Leadership Team to create the agency's training plan for the next 3 years and include feedback from the CSA (e.g., ICWA practice protocol, parent/youth/family engagement and culturally sensitive approaches)
- D. Dedicate a full-time Training Supervisor
1. Provide cross training across the agency and include admin and VMCC when Child Welfare overview trainings are offered
 2. Provide continuous training following the onboarding of staff
- E. FYC Analyst will develop reports on staff retention and quality supervision that are utilized at quarterly SIP meetings with management.
1. Annual report on staff retention for social work series, disaggregated by race/ethnicity.
 2. Pre/post survey results on staff satisfaction with supervision.
 3. Annual report on timeliness of performance evaluation completion.
 4. Quarterly report on timely monthly caseworker visit documentation (2F(1)).
- F. Focus on recruitment and retention of BIPOC staff
1. Survey BIPOC staff on what support might be useful for retention (e.g., affinity spaces)
 2. The SIP Steering Committee will review the results of the survey and implement the recommendations
 3. Create intentional outreach efforts with SRJC/SSU to strengthen partnership with students, attend local community events and personalize the recruitment process to show candidates what the job looks like (e.g., video and pamphlets)
- G. Develop a structure for peer mentorship and support group that would provide ongoing support to new workers with their tasks

Evaluation and Monitoring of Strategy:

Progress toward improvement of staff retention will be assessed annually throughout the SIP cycle by tracking 3-year retention rates for FYC staff in the social work series. This includes the following classifications: Social Work Assistant, Social Services Worker II, Social Services Worker III, CPS Social Worker, Social Services Supervisor I, and CPS

Social Work Supervisor. The most recent 3-year retention rate was 67.6% meaning that 67.6% of FYC staff in the social work series on 12/31/2020 remained within the social work series at the end of 2023, while 32.4% did not. Among those who were not retained, the majority resigned (35.6%) or retired (24.4%). If improvements are not seen in retention over time, this will be discussed as a management team and strategies will be adjusted.

To monitor the provision of quality supervision across the agency, we will survey staff at the beginning and end of the SIP cycle (pre/post) to gather their feedback and ratings of the quality of supervision received. Additionally, we will track the rate of timely performance evaluation completion annually. Timely monthly caseworker visits (2F(1)) will be monitored and reviewed by the SIP management team on a quarterly basis.

Strategy 2: Develop a clear Concurrent Planning process that would support timely achievement of the permanency goal, while maintaining the child’s important connections

Strategy Rationale:

The CSA findings highlighted the need for consistent practice and increased training for line staff and supervisors around concurrent planning. These themes were lifted up during both the focus groups as well as the peer review process. The relationship between concurrent planning and timeliness to permanency is well documented in the literature, with one study revealing that clear identification of a concurrent plan in the written service plan and parental signatures on the plan were related to timely permanency.⁴ Taken together, the need for a clear Concurrent Planning process to support timely achievement of the permanency goal emerged as a high priority strategy for the current SIP cycle. When it is determined that Family Reunification is no longer in the child’s best interest, concurrent planning ensures that an alternative path to permanence is underway to ensure that a permanent home is identified for the child. Further, it is important to assess and prioritize extended family members or nonrelative extended family member (NREFM) when making placement decisions and gathering Networks of Support.

Action Steps and Systematic Changes Needed to Support Improvement Goal:

- A. Social workers will utilize the Family Builders contract to receive support in helping children/youth and families achieve permanency
- B. Create a clear process for Concurrent Planning
 - 1. Process map the Concurrent Planning process
 - 2. Create Policies and Procedures, and provide training to all social workers
 - 3. Clarify SW III roles with Concurrent Planning and Network of Support across the

⁴ Potter, C. C., & Klein-Rothschild, S. (2002). Getting home on time: Predicting timely permanency for young children. *Child Welfare*, 81(2), 123-150.

agency

- C. FYC Analyst will develop report on concurrent plan documentation in CWS/CMS and review with management at quarterly SIP meetings.
- D. Create a clear process for gathering Network of Support from Emergency Response to Adoptions
 - 1. Create Policies and Procedures, and provide training to social workers

Evaluation and Monitoring of Strategy:

As of 3/19/2024, just 2 out of 126 (1.6%) open Family Reunification cases had a concurrent plan documented in CWS/CMS. This is likely an underestimate of cases with a concurrent plan and a byproduct of documentation challenges often cited throughout the agency, however does underscore the need for clear processes. Therefore, we will focus on developing a process map and policy and procedure during Year 1 of the SIP, ensuring that staff are trained on the process and that we are able to track progress related to this strategy. By the end of the SIP cycle, the goal is that all FR cases will have a concurrent plan documented in CWS/CMS.

Strategy 3: Systematic Factor- Enhance the availability of services to parents receiving Family Reunification (FR) services

Strategy Rationale:

Delays in access to therapy and psychological evaluation services were highlighted frequently throughout the CSA process as an impediment to timely permanency. In particular, a lack of services available in Spanish emerged during both the focus groups and peer review as a recurring theme, which was attributed to insufficient provider capacity. Anecdotally, stakeholders reported wait lists ranging anywhere from 1 week to upwards of 6 months or more. Delays in service provision inherently lead to delays in reunification, as families struggle to access services mandated within the case plan. Strategy #3 will therefore focus on enhancing the availability of services to parents receiving Family Reunification services.

Action Steps and Systematic Changes Needed to Support Improvement Goal:

- A. FYC Analyst will develop reports on service availability that are utilized at quarterly SIP meetings with management.
 - 1. Annual report on timeliness of service delivery for psychotherapy referrals, stratified by language.
 - 2. Annual report of overall count of contracted therapeutic providers, stratified by language and service type.
- B. Outreach and engage parent voices to improve parent services and supports

1. Conduct parent and staff focus groups and distribute surveys to help shape improvements
 2. Prioritize and implement recommendations from the parent and staff focus groups and surveys
- C. Work with existing service providers to identify, learn and remove barriers to increase capacity of bi-lingual/bi-cultural Spanish-speaking language providers
1. Explore telehealth options that are available in the Bay Area
 2. Proactively investigate, assess and partner with new community agencies that provide culturally and linguistically diverse and appropriate services

Evaluation and Monitoring of Strategy:

This strategy will be monitored through evaluation of changes in time from referral to initial service delivery for parents receiving FR services, as well as the overall count of contracted therapeutic providers and languages offered. The feedback received during the CSA process highlighted the delays in therapy and psychological evaluation services particularly, which will therefore be the focus of evaluation efforts. We will additionally explore whether significant differences exist in time to service delivery for Spanish versus English referrals.

For psychotherapy referrals made on behalf of parents receiving FR services in 2023, the median time from referral to initial service delivery was 37 days. This differed slightly depending on language, with a median of 35.5 days for English referrals and 30 days for Spanish referrals. Additionally, as of 2/4/24, FYC had 52 contracted therapeutic service providers. Forty-six of these providers offered psychotherapy, including 23 (50%) with services in Spanish. Seven of these providers offered psychological evaluation services, 3 of whom (42.9%) offered services in Spanish.

System Improvement Plan Priority Areas - Probation

Strategy 4: Improve Staff, Caregiver, and Provider training. Strategy Rationale:

Following the CSA and discussion on ongoing systemic issues, the probation staff who were interviewed strongly recommended a focus on additional training. Although the systemic goal's title does include caregiver and provider trainings, they are not being prioritized at this time. STRTPs have a very high level of training and certification that would be out of scope for Probation to deliver. Similarly, with regard to caregiver training, the youth go directly into Wraparound services which provides a built-in array of services and trainings tailored to the needs of the family.

Since caregiver and provider trainings are handled outside of Probation, the goal is to bolster in-person Probation staff trainings. As context, before the pandemic, Probation officers requested in-person trainings through UC Davis focusing on family finding and engagement which were well received. During the pandemic the offering of trainings shrank significantly and were entirely virtual. Following that period, additional feedback

was received from Probation staff and the consensus was in-person trainings were far more effective, both for initial trainings and boosters.

In addition to changing the method of trainings generally, Probation plans on expanding its Child and Family (CFT) meeting trainings. Over the course of the last several years, probation implemented Child and Family Team Meetings for all youth who are placed on probation supervision. The feedback received from families and staff has been positive. We identified the need to train sufficient probation officers to facilitate timely CFTs to ensure capacity, especially when a crisis occurs. CFTs have been a primary early intervention tool that has helped Probation avoid out-of-home placement,

Action Steps and Systematic Changes Needed to Support Improvement Goal:

- A. Identify relevant trainings through the UC Davis Continuing in Education Cooperative
 - a. Schedule appropriate staff for the identified trainings, based on caseload assignment and availability.
 - b. Implement group debriefing session where representative trainees, their supervisor, and the Planning, Implementation, and Evaluation team will review training materials, discuss key training points, and integrate those points into our annual SIP Progress Report.
 - c. Develop a post training survey regarding placement related training topics that details the number of trainings assigned, content satisfaction, and completion rates.
- B. Identify CFT facilitator trainings through UC Davis Continuing in Education Cooperative or Chief Probation Officers of California.
 - a. Identify Probation Officers who will attend the training and act as backups to our main CFT facilitator.
 - b. Schedule the selected Probation Officers for the identified trainings.
 - c. Implement group debriefing session where representative trainees and the Planning, Implementation, and Evaluation team will review training materials, discuss key training points, and integrate those points into our annual SIP.
 - d. Develop a survey for youth/families and probation officers that will collect the number of CFTs provided, rate youth/family's satisfaction with the process, and the Probation Officers' rate of satisfaction with the outcome.

Evaluation and Monitoring of Strategy:

Based on caseload assignments and availability, a group of staff will be selected for in-person trainings. A Probation-developed survey will be provided to collect specific data on training type, content, and staff satisfaction. Following staff attendance of these trainings, the placement supervisor will meet with staff and the PIE Team to debrief their attendance and gather relevant information that can be applied to how they approach their assignments. The data collected including lessons learned, and applications of lessons implemented will be assessed annually throughout the SIP cycle by the placement supervisor, PIE Team, and management.

Similarly, a group of Probation Officers will be selected to take the Child and Family Team facilitation training. As with the training goal, Probation will develop and distribute a Family Team Meeting satisfaction survey to youth and families following each Child and Family Team Meeting; Probation Officers will also answer questions regarding satisfaction with the outcome. The purpose of the survey will be to assess the number of CFTs provided in a year, to monitor youth and family satisfaction, and where we are doing well and where we need improvement. The results of the surveys will be assessed throughout the SIP cycle by the placement supervisor, PIE Team, and management.

Prioritization of Direct Service Needs

Sonoma County Family, Youth and Children’s Services currently provides a robust array of contracted prevention services to families through the Child Abuse Prevention Services (CAPS) program. This program is funded primarily through the Office of Child Abuse Prevention (OCAP) supported funding streams (Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment Program) CAPIT, Community-Based Child Abuse Prevention (CBCAP) and Children’s Trust Fund (CTF)) and leveraged with Realignment funds. The goal of CAPS and other OCAP funded services is to strengthen and preserve families as well as creating and supporting stable and permanent homes for children when they are unable to stay with their family. CBCAP funds have and will continue to be utilized for the Prevent Child Abuse Sonoma County, the local title for the Child Abuse Prevention Council. The primary work of this Council includes oversight of the Comprehensive Prevention Plan, quarterly community trainings, a variety of events and trainings as part of Child Abuse Awareness Month, free parent education, and local and regional efforts to raise awareness about the importance of child abuse prevention.

Direct service needs are determined through community, social worker and management staff input as well as formal evaluation. Actual contracts for services are procured through a structured Request for Proposal process. Evidence-based and informed practices have historically been and continue to be prioritized through that process. Family, Youth and Children’s Division works closely with the Sonoma County Upstream Program – which is a unique program that supports and reviews evidence-based and evidence-informed practices, which are then included on the Upstream portfolio. See <https://upstreaminvestments.org> for more information. Evidence-based or informed practices that are on the California Evidence-Based Clearinghouse are prioritized when locally available.

At present, a mix of Prevention services are available to families through eight contracted programs. These services require a family to have had an investigation for child abuse and/or neglect, and present with risk factors suggesting the need for additional support, as well as, adoption support to prevent the child reentering foster care.

The current available services, which are funded by OCAP include:

- YWCA Child Abuse Prevention Therapeutic Services- Domestic Violence Supportive Services.
- Petaluma People Services Center- Domestic Violence Supportive Services.
- CPI-Intensive Case Management and Resource Assistance
- CPI-In Home Parent Education (Triple P)

- CPI-Parenting classes (Triple P)
- CPI-In Home Therapy and Behavior Support
- TLC-Post Adoption Support Services

Services are monitored through quarterly review of process and outcome data of short and intermediate range outcomes, including level of engagement and attainment of program goals. Additionally, an internal program evaluation is completed in anticipation of each new procurement cycle. In the last two years, Family, Youth and Children's Services has formally evaluated the CAPS programs using process data, social worker input, review of child welfare outcome data and Protective Factor assessment results. Evaluation findings were mixed – qualitative review findings were good, but engagement rates hovered at 30%. The evaluation also identified that therapeutic and parent education services were significantly more utilized than other available services.

The Promoting Safe and Stable Families (PSSF) funding for Adoption Promotion and Support has been used to contract services through TLC, a local non-profit, to provide post-adoption support services. These post-adoption services are provided to all families that have adopted a child or are in the adoption process. Post-adoption services include support groups, case management, education and training for adoptive parents, availability of a crisis line and therapeutic support.

The Program and Evaluation Descriptions in attachment 2 summarizes each program as well as the intended outcomes and evaluation measures. When possible, OCAP funded programs will utilize the Strengthening Families Framework and Protective Factors Pre-and Post- Assessment tool to measure intermediate outcomes. Family, Youth and Children will also be working closely with providers of evidence-based practices in the future and will utilize the evaluation tools that are specific to those practices. Any changes to the evaluation structure or program design will first be reviewed with the OCAP liaison. The Expenditure Workbook can be found in attachment 3.

State and Federally Mandated Child Welfare/Probation Initiatives

Child Welfare

Sonoma County Family, Youth and Children's Division has implemented various federal and state initiatives, which has resulted in enhancing practice, collaboration and services offered to achieve positive outcomes for children and families.

Child Welfare Initiatives

Sonoma County currently participates in, and has implemented, the *Fostering Connections After 18 Program*. Program-funded services include:

- Giving eligible foster youth the ability to remain in foster care and receive services and supports after age 18, until the age of 21.
- Providing extended Kinship Guardian Assistance Payments (Kin-GAP) or Adoptions Assistance Payments (AAP) to eligible young adults up until age 21, provided they entered the Kin-GAP or AAP program at age 16 or later.
- Providing extended assistance up to age 21 to young adults placed by the Juvenile Court with a non-related legal guardian and those placed by the Juvenile Court with an approved CalWORKs relative.

FYC and Sonoma County Behavioral Health Division (BHD) routinely collaborate on programs and services of shared interest. Among them are the provisions of the class action *Katie A.* lawsuit (now referred to as Pathways to Well-Being), which requires counties to provide mental health services to children in foster care. In order to meet this requirement, the Human Services Department (HSD) and Behavioral Health Department (BHD) meet monthly to discuss service integration and reporting in order to address the current gaps in Behavioral Health services.

The Commercial Sexual Exploitation of Children (CSEC) initiative was implemented in 2014. FYC staff attended CSEC training to raise awareness and improve identification of commercially sexually exploited children. A screening tool, CSE-IT developed at West Coast Children's Clinic is used at Valley of the Moon Children's Center during intake of all children over the age of 10. The CSEC Steering Committee includes staff from FYC, Probation, Behavioral Health, Substance Use Disorders / Alcohol and Other Drugs Services, Public Health, Juvenile Dependency or Delinquency Judiciary. This committee also invites other community partners to the multidisciplinary team meetings.

FYC has continued to improve the processes by which only the children that need residential treatment are placed in that setting, which is supported by the *Continuum Care Reform (CCR)*. This has included close coordination with local providers and regular discussions about children at the multi-disciplinary Placement Assessment Review Committee (PARC) to ensure that the state guidelines are followed. The PARC multi-disciplinary team provides approval, review and re-approval for children receiving residential placement, wraparound and intensive services foster care. FYC implemented the Family Permanency Collaborative, which includes the Sonoma County program for *SB 163 Wraparound*. The Family Permanency Collaborative is a collaboration of the Human Services Department, Sonoma County Probation Department, Sonoma County Behavioral Health, the Sonoma County Courts and an array of community service providers. The objectives of the Family Permanency Collaborative is to prevent youth from entering group home care and to transition youth already in group home care back into their communities. In addition, Child and Family Team (CFT) meetings (TEAM meetings) are offered to all children and families prior to every case plan update, at least once every six months. The County Emergency Shelter, Valley of the Children's Center (VMCC) transitioned to a *trauma informed 10-day shelter* on August 17, 2018. The vision of a 10/10/10 model has been created where children receive support up to 10 days before they arrive at VMCC, are looked after for up to 10 days at the VMCC and are then supported in their transition to their new home for up to 10 days after they leave VMCC. FYC will continue to monitor the number of children placed at VMCC and their length of stay, and adjust practice when necessary to ensure the Division is adhering to the policy set forth for a 10-day shelter.

Resource Family Approval (RFA) was launched in January 2017. FYC has a dedicated RFA unit with a focus on engaging, assessing, and supporting new families in the completion of the RFA process. In addition, the Transition Support Team was developed to assist with finding the most appropriate placements for children from the moment they are at risk of entering foster care and throughout their stay at VMCC. This includes the assessment of Emergency Relative Placements that are identified and approved quickly in order to ensure that children can be placed with a family that they know instead of going to VMCC or being placed in an emergency foster home.

Safety Organized Practice (SOP) took on added significance due to Sonoma County's participation in the *California Well-Being Project (IV-E Waiver)*. FYC is continuing to train all social workers in SOP with the vision of integrating SOP into all child welfare cases from the hotline to adoptions. Although the Waiver has ended, FYC is committed to ongoing implementation and improvements of SOP practice. In December 2021, FYC's Leadership Team participated in the introduction training called A Safety

Organized Approach to Domestic Violence. In 2022, Initial Services attended the training series. The Domestic Violence training will be offered to all other programs.

The *Quality Parenting Initiative (QPI)* has offered numerous opportunities for resource parents and social workers to dialogue and problem solve about such topics as monthly contacts, communication and trauma-informed care. In addition, through QPI, FYC supports a peer mentor program for experienced foster parents to mentor new foster parents. The Caregiver Resource Unit provides monthly trainings and support groups for foster parents as well as providing daily support to families through phone calls, home visits, and team meetings.

On March 12, 2021, Sonoma County finalized and submitted their Interagency Child and Family (Assembly Bill 2083) Memorandum of Understanding (MOU) to CDSS and submitted an updated MOU in August 2023. The purpose of the MOU is to ensure that children and youth in foster care receive coordinated, timely and trauma-informed services. The MOU was developed in collaboration with Sonoma County Probation Department, Sonoma County Department of Health Services, Sonoma County Human Services Department, Sonoma County Office of Education and North Bay Regional Tribal partners were invited and informed of the MOU for their input.

The FYC implemented *Family Urgent Response System (FURS)* in 2021, which is provided by Seneca. FURS provides current foster youth, former foster youth and their caregivers with immediate support to prevent placement moves and preserve the relationship between the child or youth and their caregiver. A toll-free hotline is available 24 hours a day, 7 days a week to assist with conflict resolution, stabilization, and support and services. In addition, FYC has worked closely with Seneca on the *ASIST* program to assist young people who have been in foster care for a long time with no identified plan, to find and recruit stable homes and identify permanent plans.

On July 1, 2021, FYC launched the first phase of implementation of the *Integrated Practice- Child and Adolescent Needs and Strengths (IP-CANS)*. The IP-CANS is a structured assessment tool for identifying child and youth strengths and needs, inform support care coordination, aid in case planning activities and inform decisions about placement. The IP-CANS implementation team, which consists of FYC, Behavioral Health and Probation staff, has continued to meet to expand implementation. The IP-CANS for child welfare focuses on seven primary domains: Behavioral/Emotional Needs, Life Functioning, Risk Behaviors, Cultural Factors, Strengths, Caregiver Resources and Needs, and Potentially Traumatic/Adverse Childhood Experiences. The CANS tool helps the CFT prioritize actions regarding identified needs and strengths using team-based decision-making.

Probation

Sonoma County Probation Department partners with the Family, Youth and Children's Division when implementing a number of FYC's federal and state initiatives. The shared programs are determined by federal and state funding streams; as a result, not all the programs above are provided to Probation youth. Of the programs listed above, Probation partners with FYC for the following: CSEC, CFTs, FURS, IP-CANS, the CDSS MOU following AB 2083, PARC, and Resource Family Approval. Given our relatively smaller population, this collaboration helps the Probation Department meaningfully engage with a wider network of resources we might otherwise not benefit from to help us achieve positive outcomes for children and families.

SONOMA COUNTY 5 – YEAR SIP CHART

Child Welfare Priority Outcome Measure or Systemic Factor: 4-P2 Permanency in 12 Months (in care 12-23 months)

National Performance: $\geq 43.8\%$

CSA Baseline Performance: **37.8%** (Q2 2022). According to the Q2 2022 Data Report, 82 children were in foster care on the first day of 12-month period (7/1/21) that had been in foster care for 12-23 months. Of those 82 children, 31 of them exited to permanency at 12 months (37.8%). Following the submission of the CSA, performance on this measure decreased to 19.6% (Q2 2023).

Target Improvement Goal: Year 2 (October 3, 2025 – October 2, 2026): $\geq 30.0\%$
 Year 3 (October 3, 2026 – October 2, 2027): $\geq 34.6\%$
 Year 4 (October 3, 2027 – October 2, 2028): $\geq 39.2\%$
 Year 5 (October 3, 2028 – October 2, 2029): $\geq 43.8\%$

(Due to the time it will take to implement the strategies and the methodology for 4-P2, the county does not anticipate any significant data changes until Year 2).

If the number of children in foster care on the first day of the 12-month period that had been in foster care for 12-23 months remains static at **82** for the next 5 years, Sonoma County will have to roughly establish permanency for **36** children within 12 months to meet the national performance standard of 43.8% each year.

Sonoma County has been able to meet the national performance standard for 2 out of the past 6 years. Sonoma County's strategies are intended to maintain the national performance standard for each year and avoid the variability and fluctuations it has been experiencing.

Child Welfare Priority Outcome Measure or Systemic Factor: 2F(1) Timely monthly caseworker visits (out of home)

Compliance Standard: $\geq 95.0\%$

CSA Baseline Performance: **63.8%** (Q2 2022). According to the Q2 2022 Data Report, there were 2,878 months with qualified visits from a caseworker of the 4,512 placement months in total (63.8%). Following the submission of the CSA, performance on this measure decreased to 51.1% (Q2 2023).

Target Improvement Goal: Year 2 (October 3, 2025 – October 2, 2026): $\geq 70.0\%$
Year 3 (October 3, 2026 – October 2, 2027): $\geq 78.0\%$
Year 4 (October 3, 2027 – October 2, 2028): $\geq 86.0\%$
Year 5 (October 3, 2028 – October 2, 2029): $\geq 95.0\%$

(Due to the time it will take to implement the strategies and the methodology for 2F(1), the county does not anticipate any significant data changes until Year 2).

If the number of placement months remains static at **4,512** for the next 5 years, Sonoma County will have to complete qualified visits during **4,286** months to meet the compliance standard of 95.0% each year.

Sonoma County has been unable to meet the compliance standard for 6 out of the past 6 years, though rates were markedly higher between July, 2016 – June, 2019, ranging from 88.5% to 93.8%. Sonoma County's strategies are intended to improve over time, resulting in compliance by Year 5.

Child Welfare Priority Outcome Measure or Systemic Factor: Enhance the availability of services to parents receiving Family Reunification services

National Performance: N/A

CSA Baseline Performance: For psychotherapy referrals made on behalf of parents receiving FR services in 2023, the median time from referral to initial service delivery was 37 days. This differed slightly depending on language, with a median of 35.5 days for English referrals and 30 days for Spanish referrals.

Target Improvement Goal: Time to initial service delivery (median)
Year 2 (October 3, 2025 – October 2, 2026): ≤ 34 days
Year 3 (October 3, 2026 – October 2, 2027): ≤ 31 days
Year 4 (October 3, 2027 – October 2, 2028): ≤ 28 days
Year 5 (October 3, 2028 – October 2, 2029): ≤ 25 days

(Due to the time it will take to implement the strategies and the methodology, the county does not anticipate any significant data changes until Year 2).

For parents receiving FR services in 2023, the median time from referral for psychotherapy to initial service delivery was 37 days. Sonoma County's goal is to decrease this overall wait time to 25 days (a 32.4% decrease) by the end of this SIP cycle.

Strategy 1: Improve Social Worker series retention through support and training enhancement	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency in 12 Months (in care 12-23 months)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	x N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Participate in the Workforce Study and determine which recommendation(s), if any, will be implemented.	4/2024	4/2026	Division Director and VMCC Section Manager
B. Provide quality supervision across the agency			Division Director and VMCC Section Manager
1. Conduct a literature review, staff input session, and staff survey on quality supervision with their direct supervisors	9/2024	11/2024	
2. Improve rates of timely monthly caseworker visit documentation by reviewing contact note entry during individual conferences and creating a plan to improve documentation if needed	1/2025	2/2029	
3. Implement findings from the literature review, staff input session, and staff survey, including offering trainings to	5/2025	11/2025	

<p>supervisors and updating Policies and Procedures</p> <p>4. Complete performance evaluations timely and assess the feasibility of a 360-review process</p>	5/2026	5/2027	
<p>C. The HSD/FYC Training Coordinator will work with the Leadership Team to create the agency's training plan for the next 3 years and include feedback from the CSA (e.g., ICWA practice protocol, parent/youth/family engagement and culturally sensitive approaches)</p>	9/2024	10/2024	Division Director and VMCC Section Manager
<p>D. Dedicate a full-time Training Supervisor</p> <p>1. Provide cross training across the agency and include admin and VMCC when Child Welfare overview trainings are offered</p> <p>2. Provide continuous training following the onboarding of staff</p>	9/2024 5/2025	11/2024 12/2025	Division Director and VMCC Section Manager
<p>E. FYC Analyst will develop reports on staff retention and quality supervision that are utilized at quarterly SIP meetings with management.</p>	9/2024	2/2029	FYC Analyst

<ol style="list-style-type: none"> 1. Annual report on staff retention for social work series, disaggregated by race/ethnicity. 2. Pre/post survey results on staff satisfaction with supervision. 3. Annual report on timeliness of performance evaluation completion. 4. Quarterly report on timely monthly caseworker visit documentation (2F(1)). 			
<p>F. Focus on recruitment and retention of BIPOC staff</p> <ol style="list-style-type: none"> 1. Survey BIPOC staff on what support might be useful for retention (e.g., affinity spaces) 2. The SIP Steering Committee will review the results of the survey and implement the recommendations 3. Create intentional outreach efforts with SRJC/SSU to strengthen partnership with students, attend local community events and personalize the recruitment process to show candidates what the job looks like (e.g., video and pamphlets) 	<p>11/2024</p> <p>5/2025 11/2024</p> <p>5/2025</p>	<p>12/2024</p> <p>11/2025</p> <p>5/2027</p>	<p>Division Director and VMCC Section Manager</p>

G. Develop a structure for peer mentorship and support group that would provide ongoing support to new workers with their tasks	9/2025	12/2025	Division Director and VMCC Section Manager
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Strategy 2: Develop a clear Concurrent Planning process that would support timely achievement of the permanency goal, while maintaining the child's important connections	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency in 12 Months (in care 12-23 months)	
	<input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF		
	x N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Social workers will utilize the Family Builders contract to receive support in helping children/youth and families achieve permanency	7/2024	7/2025	Prevention and Placement Section Manager & Permanency Section Manager
B. Create a clear process for Concurrent Planning 1. Process map the Concurrent Planning process	9/2024	11/2024	Prevention and Placement Section Manager & Permanency Section Manager

2. Create Policies and Procedures, and provide training to all social workers	11/2024	2/2025	
3. Clarify SW III roles with Concurrent Planning and Network of Support across the agency	11/2024	2/2025	
C. FYC Analyst will develop report on concurrent plan documentation in CWS/CMS and review with management at quarterly SIP meetings.	9/2024	2/2029	FYC Analyst
D. Create a clear process for gathering Network of Support from Emergency Response to Adoptions 1. Create Policies and Procedures, and provide training to social workers	2/2025	5/2025	Prevention and Placement Section Manager & Permanency Section Manager

Strategy 3: Enhance the availability of services to parents receiving Family Reunification services	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Service Array	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	x N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:

<p>A. FYC Analyst will develop reports on service availability that are utilized at quarterly SIP meetings with management.</p> <ol style="list-style-type: none"> 1. Annual report on timeliness of service delivery for psychotherapy referrals, stratified by language. 2. Annual report of overall count of contracted therapeutic providers, stratified by language and service type. 	9/2024	2/2029	FYC Analyst
<p>B. Outreach and engage parent voices to improve parent services and supports</p> <ol style="list-style-type: none"> 1. Conduct parent and staff focus groups and distribute surveys to help shape improvements 2. Prioritize and implement recommendations from the parent and staff focus groups and surveys 	<p>10/2024</p> <p>12/2024</p>	<p>12/2024</p> <p>3/2025</p>	AQI Section Manager and Prevention Program Development Manager
<p>C. Work with existing service providers to identify, learn and remove barriers to increase capacity of bi-lingual/bi-cultural Spanish-speaking language providers</p> <ol style="list-style-type: none"> 1. Explore telehealth options that are available in the Bay Area 	<p>1/2025</p> <p>1/2025</p>	<p>1/2026</p> <p>3/2025</p>	AQI Section Manager and Prevention Program Development Manager

2. Proactively investigate, assess and partner with new community agencies that provide culturally and linguistically diverse and appropriate services	3/2025	3/2027	
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Strategy 4: Improve staff, caregiver and provider training.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Staff, Caregiver and Provider Training	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	x N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Identify relevant trainings through the UC Davis Continuing in Education Cooperative 1. Schedule appropriate staff for the identified trainings, based on caseload assignment and availability. 2. Implement group debriefing session where representative trainees, their supervisor, and the Planning, Implementation, and Evaluation team will review training materials, discuss key training points, and integrate those points into our annual SIP.	10/2024 3/2025 7/2025	4/2025 7/2025 7/2026	Juvenile Services Juvenile Planning, Implementation, and Evaluation Team Probation Administrative Services

<p>3. Develop a post training survey regarding placement related training topics that details the number of trainings assigned, content satisfaction, and completion rates.</p>			
<p>B. Identify CFT facilitator trainings through UC Davis Continuing in Education Cooperative or Chief Probation Officers of California.</p> <ol style="list-style-type: none"> 1. Identify Probation Officers who will attend the training and act as backups to our main CFT facilitator. 2. Schedule the selected Probation Officers for the identified trainings. 3. Implement group debriefing session where representative trainees and the Planning, Implementation, and Evaluation team will review training materials, discuss key training points, and integrate those points into our annual SIP. 4. Develop a survey for youth/families and Probation Officers that will collect the number of CFTs provided, rate youth/family's satisfaction with the process, and the Probation Officers' rate of satisfaction with the outcome. 	<p>9/2024</p> <p>4/2025</p> <p>11/2025</p>	<p>3/2025</p> <p>9/2025</p> <p>3/2026</p>	<p>Juvenile Services</p> <p>Juvenile Planning, Implementation, and Evaluation Team</p> <p>Probation Administrative Services</p>

**CAPIT/CBCAP/PSSF
PROGRAM AND EVALUATION DESCRIPTION**

PROGRAM DESCRIPTION

PROGRAM NAME

In Home Therapy and Behavioral Support (CAPS); line number 11 from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed

SERVICE PROVIDER

CPI (CHILD PARENT INSTITUTE)

PROGRAM DESCRIPTION

In Home Therapy and Behavior Support provides family therapy and parent education in the home. Clinicians work with parents to create awareness around how trauma impacts them and impedes their ability to have more awareness on how to change those behaviors. Clinicians work with parents to build their network of supports, reduce household conflict, and teach crisis management and conflict resolution skills. Parents are taught to understand the difference between discipline, consequences, healthy boundary setting, and abuse.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Family Preservation
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): Children's Trust Fund	Family Preservation

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P. 40)

Community input clearly identified a need for more enhanced preventative services. The CSA identified the need for FYC to strengthen its practices around family and community engagement. In addition, prevention services are the focus of our Comprehensive Prevention Plan, and In Home Therapy and Behavioral Support is a prevention service that meets the second objective in the plan, which is to 'Improve the service system to better address the mental health and substance use disorder needs of families'.

TARGET POPULATION

Families referred to this program have recently had a child welfare investigation that found risk factors for abuse and neglect, but no safety threat was identified and the risk level does not require case level intervention.

TARGET GEOGRAPHIC AREA

Services are offered in the family home (throughout all areas) and at the CPI office; whichever is preferred by the family.

TIMELINE

This is a newer program, and the current contract expires June 30, 2025. The contract is eligible to be renewed for an additional three years.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will have an increase in the protective factor of children's social and emotional competence	50% of families that engaged in at least six sessions will show an improvement in their PFS score for children social and emotional competence	Protective Factors Pre- and Post- Survey	At the start of services, after the sixth session of service and as close to the end of services as possible.
Quality Assurance (QA) Monitoring			
Provider will work effectively with	50% of families that engaged in at least	Report review utilizing the Apricot	At least quarterly.

families to achieve their individualized goals.	three sessions will have met their identified goal.	data base system, which provides real-time data on individual client that can also be summarized at any time.	
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CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor will utilize a tool that is designed to measure client satisfaction.	At the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting.	Data obtained from the tool will be reviewed between County and program annually.

CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Intensive Case Management and Resource Assistance (CAPS); line number 8 from the CAPIT/CBCAP/PSSF Expenditure Workbook.

SERVICE PROVIDER

CPI (CHILD PARENT INSTITUTE)

PROGRAM DESCRIPTION

Intensive Case Management and Resource Assistance include one to one case management services – identifying one to three specific goals, generally around access and utilization of resources to meet basic needs – and working intensively with families to achieve those goals. Families will be provided with resources and connections to shelter, employment, therapy, healthcare, food, advocacy, legal services and other local programs designed to address specific concerns and support family self-sustainability.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Family Preservation
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): Children’s Trust Fund	Family Preservation

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P. 40)

Community input clearly identified a need for more enhanced preventative services to support family preservation. The CSA identified the need for FYC to strengthen its practices around family and community engagement. In addition, prevention services are the focus of our Comprehensive Prevention Plan, and Intensive Case Management and Resource Assistance is a prevention service that supports the family in meeting their basic needs.

TARGET POPULATION

Families referred to this program have recently had a child welfare investigation that found risk factors for abuse and neglect, but no safety threat was identified and the risk level does not require case level intervention.

TARGET GEOGRAPHIC AREA

Services will be offered County wide, either through home visiting, in the community or at the office in Santa Rosa.

TIMELINE

CPI has held the contract since 2019, and the current contract expires June 30, 2025. An RFP will be completed in spring of 2025.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will have an increase in the concrete support protective factor	50% of families that engaged in at least six sessions will show an improvement in their concrete support PFS score.	Protective Factors Pre- and Post- Survey	At the start of services, after the sixth session of service and as close to the end of services as possible.
Quality Assurance (QA) Monitoring			
Provider will work effectively with families to achieve their individualized goals.	45% of families that engaged in at least three sessions will have met their identified goal.	Report review utilizing the Apricot data base system, which provides real-time data on individual client that can also be summarized at any time.	At least quarterly.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor will utilize a tool that is designed to measure client satisfaction.	At the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting.	Data obtained from the tool will be reviewed between County and contractor annually.

CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Parent Education Class and In Home (CSS); line number 10 from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed

SERVICE PROVIDER

CPI (CHILD PARENT INSTITUTE)

PROGRAM DESCRIPTION

Provider shall offer an array of effective parenting services to families involved in the child welfare system using both Positive Parenting Program (Triple P) and Motivational Interviewing evidence-based practices. The services delivered shall enhance a parent’s ability to maintain continuity and to strengthen or form positive role relationships with their children.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Tertiary prevention-Family Reunification
PSSF Time-Limited Family Reunification	Tertiary prevention-Family Reunification
PSSF Adoption Promotion and Support	
OTHER Source(s): Children’s Trust Fund	

IDENTIFY PRIORITY NEED OUTLINED IN CSA (p. 36, 37)

Community input clearly identified a need for more enhanced reunification services. In addition, tribal input identified the need to increase active efforts during reunification.

TARGET POPULATION

Families referred to this program are in a child welfare dependency case.

TARGET GEOGRAPHIC AREA

Services are offered in the family home (throughout all areas) and at the CPI office; whichever is preferred by the family.

TIMELINE

An RFP was completed, resulting in the current contract going from July 1, 2023, to June 30, 2025. In the spring of 2025 the county will put an RFP out for this service.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will have an increase in knowledge of parenting protective factors	75% of families that engaged in at least six sessions will show an improvement in their knowledge of parenting PFS score.	Protective Factors Pre- and Post- Survey	At the start of services, after the sixth session of service and as close to the end of services as possible.
Quality Assurance (QA) Monitoring			
Provider will work effectively with families to achieve their individualized goals.	75% of families that engaged in at least six sessions will have met their identified goal.	Report review utilizing the Apricot data base system, which provides real-time data on individual client that can also be summarized at any time.	At least quarterly.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor will utilize a tool that is designed to measure client satisfaction.	At the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting.	Data obtained from the tool will be reviewed between County and program annually.

**CAPIT / CBCAP / PSSF
PROGRAM AND EVALUATION DESCRIPTION**

PROGRAM DESCRIPTION

PROGRAM NAME

Prevent Child Abuse Sonoma County (Local CAPC); line number 15 from the CAPIT/CBCAP/PSSF Expenditure Workbook.

SERVICE PROVIDER

CPI (Child Parent Institute)

PROGRAM DESCRIPTION

Prevent Child Abuse Sonoma County program is a community-based collaborative with the purpose of improving interagency and community-wide collaboration in the prevention of child abuse and neglect. The focus of the collaborative is to work in partnership with the County to implement the strategies established in the Five Year Comprehensive Prevention Plan, provide high level oversight of the implementation and effectiveness of strategies in meeting the Plan objectives, and initiate proposed changes to the Plan objectives and strategies when needed.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Primary and Secondary prevention program activities
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): Children’s Trust Fund	Primary, Secondary and Tertiary prevention training; Oversight of CPP

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P. 40)

Community input clearly identified a need for more enhanced preventative services. The CSA identified the need for FYC to strengthen its practices around family and community engagement. The Prevent Child Abuse Sonoma County (PCASC) has been a lead in community engagement efforts for our comprehensive prevention plan. In addition, the PCASC has engaged community by hosting quarterly trainings/webinars and the annual Blue Ribbon event.

TARGET POPULATION

All parents will be targeted to increase their awareness and understanding of parent education and child abuse prevention efforts. In addition, community members and community providers throughout the County will be targeted to both collaborate with and offer resources/information to.

TARGET GEOGRAPHIC AREA

All areas of the county will be targeted for outreach and education efforts. In addition, trainings are virtual, allowing access by all areas of the County.

TIMELINE

A procurement for services was completed in spring 2023. Child Parent Institute was awarded the contract for the term of July 1, 2023 – June 30, 2025 and it may be renewed for three additional fiscal years. The agency has been the existing provider, so there was no interruption in the work being done on behalf of creating awareness around child abuse prevention efforts.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increase public awareness and understanding of child abuse prevention priorities and efforts.	Convene at least four times annually to provide community training/Information.	Annual report provided by the service provider that summarizes total events held and participant count.	Annually
Quality Assurance (QA) Monitoring			
The Child Abuse Prevention Council will create opportunities and networks to build local capacity and understanding around important topics and education related to child abuse prevention.	Convene at least four times annually to provide community training/Information.	Annual report provided by the service provider that summarizes total events held and participant count.	Annually

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
A Client Satisfaction Survey will be administered at every education event.	The survey will be provided to parents and community partners at the end of every training and will measure their satisfaction of the training content and applicability to their family life and perspective on child abuse prevention.	The results of the survey will modify, as needed, future trainings and events.	The contracted service provider will be required to administer the survey, summarize the results and provide it to FY&C

CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Post-Adoption Support Services; line number 16 from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed.

SERVICE PROVIDER

TRUE TO LIFE CHILDREN'S SERVICES (TLC)

PROGRAM DESCRIPTION

Sonoma County Family, Youth and Children's Services (FYC) began providing Adoption Services previously held by the state in 2014 in early 2019. These post-adoption services are provided to all families that have adopted a child or are in the adoption process. Post-adoption services include support groups, case management, education and training for adoptive parents, availability of a crisis line and therapeutic support.

FUNDING SOURCES

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

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P.16, 17)

The identified priority areas for FY&C's System Improvement Plan is permanency within twelve months when children are in care 12 to 23 months. Engaging families in post-adoption services can help to mitigate any issues that arise post-adoption by providing the family with support, education and social connections.

TARGET POPULATION

The target population will consist of all families that are in process of or completed an adoption, including those that have finalized their adoption through Family, Youth and Children's Services.

TARGET GEOGRAPHIC AREA

Services are offered at multiple locations including Sebastopol (main office), Santa Rosa, and Petaluma. In home support services are available as needed.

TIMELINE

Post-adoption services are currently being provided by TLC. The contract began July 1, 2019 and was renewed with an end date of June 30, 2025. An RFP will be completed in spring 2025.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will have an increase in the protective factor of knowledge of parenting.	100% of families that engage in six sessions or more will complete the protective factors survey and show an increase in knowledge of parenting protective factor.	Protective Factors Pre- and Post- Survey	At the start of services, after the sixth session of service and as close to the end of services as possible.
Quality Assurance (QA) Monitoring			
Provider will provide quality services to the targeted number of families as identified in the service contracts.	Provide case management services for up to ten families per year.	Report review utilizing the Apricot data base system, to view report of protective factors pre and post survey results	At least quarterly.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor uses an agency specific tool to measure client satisfaction.	Every six months and at the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting.	The tool will be utilized by direct service staff. Data from the tool will be entered into the Apricot database system and reviewed regularly by the OCAP liaison as part of a program evaluation process.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Domestic Violence Support services; line number 12 from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed.

SERVICE PROVIDER

YWCA/PPSC

PROGRAM DESCRIPTION

Clinicians provide restorative and preventative therapy services to children, youth and parents experiencing and/or witnessing domestic violence. Treatment models include individual, couples, family and group therapy. Services provided to victims and perpetrators.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Family Preservation
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): Children's Trust Fund	Family Preservation

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P. 40)

Community input clearly identified a need for more enhanced preventative services. This corresponds to our comprehensive prevention plan goals to reduce child abuse and neglect.

TARGET POPULATION

Families referred to this program have recently had a child welfare investigation that found risk factors for abuse and neglect, but no safety threat was identified and the risk level does not require case level intervention.

TARGET GEOGRAPHIC AREA

Services are offered at the YWCA office in Santa Rosa, at the PPSC office in Petaluma and virtually as requested by client.

TIMELINE

The current contract goes from July 1, 2023 and will expire June 30, 2025. The contract will be renewed for three more years in spring of 2025.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will understand the cycle of domestic violence, and how it impacts all family members. Parents will have an increase in the knowledge of parenting protective factor	100% of families that receive at least six sessions will be provided a survey to determine increase knowledge of parenting.	Protective Factor Survey, knowledge of parenting subscale	At the close of services.
Quality Assurance (QA) Monitoring			
Provider will meet with FYC quarterly to discuss client surveys.	Provider will offer survey to 100% of clients that complete six sessions.	Documentation of survey results	At least quarterly.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor will utilize a in house survey that is designed to measure client satisfaction.	At the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting.	Data obtained from the tool will be reviewed between County and program annually.

CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

In Home Parent Education (CAPS); line number 9 from the CAPIT/CBCAP/PSSF Expenditure Workbook where this program is listed.

SERVICE PROVIDER

CPI (CHILD PARENT INSTITUTE)

PROGRAM DESCRIPTION

In Home Parent education provides parent education in the home, using Triple P. Triple P is an evidence-based intervention that offers parents in home coaching within a relational framework to address the individual needs of the family.

FUNDING SOURCES

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

IDENTIFY PRIORITY NEED OUTLINED IN CSA (P. 218)

Community input clearly identified a need for more enhanced preventative services. Additionally, the CSA identified the need for FYC to strengthen its practices around family and community engagement.

TARGET POPULATION

Families referred to this program have recently had a child welfare investigation that found risk factors for abuse and neglect, but no safety threat was identified and the risk level does not require case level intervention.

TARGET GEOGRAPHIC AREA

Services are offered in the family home (throughout Sonoma County), and at the CPI office; whichever the family prefers.

TIMELINE

The program is fully implemented and the current contract goes from July 1, 2023 to June 30, 2025. An RFP will be completed in spring of 2025.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families will achieve an increase in the knowledge of parenting protective factor.	50% of families that engaged in at least six sessions will show an improvement in the knowledge of parenting PFS score.	Protective Factors Pre- and Post- Survey	At the start of services, after the sixth session of service and as close to the end of services as possible.
Quality Assurance (QA) Monitoring			
Provider will work effectively with families to achieve their individualized goals.	60% of families that engaged in at least three sessions will have met their identified goal.	Report review utilizing the Apricot data base system, which provides real-time data on individual client that can also be summarized at any time.	At least quarterly.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Contractor will utilize an agency survey to measure client satisfaction.	At the close of program services.	A one page survey will be distributed to clients in their home language and in a confidential setting	Data obtained from the tool will be reviewed between County and program annually.

(1) DATE SUBMITTED:				(2) DATES FOR THIS WORKBOOK		7/1/23	thru	6/30/24			(3) DATE APPROVED BY OCAP			
(4) COUNTY:		(5) PERIOD OF SIP:		to	2/14/24	(6) YEARS:		5			Internal Use Only			
(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):				CAPIT:	\$ 182,500	CBCAP:	\$35,991	PSSF:	\$225,040	PSSF Actual Allocation		\$238,248	\$13,208	
				244C3	244SI	244P5-515	244P5-516	244P5-676	24F15-675	CTF-244C2 & RL-244SI				
No.	Program Name	Name of Service Provider	Contract Totals	CAPIT	CBCAP	PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL	
			Dollar amount to be spent on CAPIT Programs	Dollar amount to be spent on CBCAP Programs	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reinforcement	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-C4)	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)		
1	Intensive Case Management and Resource Assistance (CAPS)	CPI	\$100,000	\$0	\$63,000	\$0	\$0	\$0	\$63,000	\$37,000	CTF	\$100,000		
2	In Home Parent Education (CAPS)	CPI	\$150,000	\$80,500						\$69,500	Realignment	\$150,000		
4	In Home Therapy and Behavior Support (CAPS)	CPI	\$150,308	\$82,000	\$0	\$0	\$0	\$0	\$0	\$68,308	CTF	\$150,308		
3	Parent Education Class and In Home (CSS)	CPI	\$465,253	\$0	\$0	\$57,000	\$63,208	\$0	\$120,208	\$345,045	Realignment	\$465,253		
5	Domestic Violence Supportive Services	YWCA/PPSC (CTF)	\$60,000	\$20,000						\$40,000	CTF	\$60,000		
8	Prevent Child Abuse Sonoma County	CPI	\$50,000	\$35,991	\$0	\$0	\$0	\$0	\$0	\$14,009	CTF	\$50,000		
9	Post Adoption Support Services	True to Life Children's Services (TLC)	\$80,000	\$0	\$0	\$0	\$0	\$55,040	\$55,040	\$24,960	Realignment	\$80,000		
Totals			\$1,055,561	\$182,500	\$35,991	\$63,000	\$57,000	\$63,208	\$55,040	\$238,248	\$424,014	\$1,055,561		
						26%	24%	27%	23%	100%				
FFTA Total:			\$50,000	CTF Total:	\$159,317							Realignment Total:	#REF!	