

# System Improvement Plan

March 6, 2023 – March 6, 2028





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## California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

<b>County</b>	San Mateo County
<b>CSA Period Dates</b>	October 2018 – October 2023
<b>Outcome Data Period</b>	Q2 2022
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# Introduction

## Background – Children and Family Services Review (CFSR)

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services to review state child and family services programs' conformity with the requirements of 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. This was the first time the federal government evaluated state child welfare service programs using performance-based outcome measures in contrast to assessing sole indicators of processes associated with the provision of child welfare services. The Adoption and Safe Families Act (ASFA) of 1997 influenced the expectation of the reviews. California was first reviewed by the Federal Health and Human Services Agency in 2002 and began its first round of CFSRs in the same year. Ultimately, the goal of the review is to help states achieve consistent improvement in child welfare services' delivery and outcomes essential to the safety, permanency, and well-being of children and their families.

## California – Child and Family Services Review (C-CFSR)

California Assembly Bill 626 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to (a) improve Child Welfare services for children and their families in California and (b) provide a system of accountability for outcome performance in each of the State's 58 counties. The process for achieving these two broad objectives is the California-Child and Family Services Review (C-CFSR) which operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. C-CFSR includes a quantitative and qualitative assessment of a county's performance on children's safety, permanency, and well-being outcome measures. Principal components of the C-CFSR Process include 1) County Self-Assessment, 2) County System Improvement Plan (SIP), and 3) County System Improvement Plan Progress Reports (SIP Progress Reports). C-CFSR also includes ongoing monitoring of system improvement efforts using quarterly reports of data extracted from the Child Welfare Services/Case Management Systems (CWS/CMS).

## County Self-Assessment (CSA)

The CSA is a comprehensive review of the quality of child welfare and placement programs and services and affords an opportunity for the quantitative and quantitative analysis of child welfare data from prevention and protection through permanency and aftercare. In 2008, the Office of Child Abuse Prevention (OCAP) became integrated into the C-CFSR process to ensure that child welfare, probation and partners were carefully assessing the needs across the continuum of care, from prevention to aftercare, through the CSA process. Embedded in this process is the Peer Review (PR) designed to provide counties with qualitative information gathered by peers from other California county child welfare and placement agencies. Through the Peer Review, counties can learn about strengths, challenges, and promising practices in a particular focus area. San Mateo County completed its fifth Peer Review (virtually) in May 2022 and finalized the CSA in December 2022.

## System Improvement Plan (SIP)

The results of the County’s Self-Assessment support the development of the System Improvement Plan (SIP), an operational agreement between the California Department of Social Services and the county to improve outcomes from prevention to permanency for children and families. The SIP establishes measurable goals for system improvement and presents strategies for achieving these goals over a five-year period. Annual SIP Progress Reports are prepared to determine, through reevaluation and written analysis, whether the SIP strategies are achieving the desired results.

## Quarterly Outcome and Accountability Data Reports

CDSS issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track state and county performance over time. Data is used to inform and guide both the assessment and planning processes and is used to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations to improve service delivery. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate. Information obtained can be used by program managers to make decisions about future program goals, strategies, and options. In addition, this reporting cycle is consistent with the perspective that data analysis of this type is best viewed as a continuous process as opposed to a one-time activity for the purpose of quality improvement.

## Guiding Principles

These guiding principles are intended to ground the CSA in common language and values. They can be used to orient staff and stakeholders to the values and principles that underlie the CSA and should be referred to throughout the CSA process. They are also intended to assist in the integration of Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) needs assessment with the CSA process. This integration allows for the use of CAPIT/CBCAP/PSSF funding to address the unmet needs identified in the CSA and have a direct impact on 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 a child’s safety is endangered.
- To be effective, the child welfare system must embrace the entire continuum of child welfare services, from prevention to aftercare services.
- Engagement with consumers and the community is vital to promoting safety, permanency, and well-being.
- Fiscal strategies must be considered that meet the needs identified in the CSA.
- Transforming the child welfare system is a process that involves removing traditional barriers within programs, within the child welfare system, and within other systems.



## DESCRIPTION OF HOW THE COUNTY APPROACHED THE CSA PLANNING PROCESS

San Mateo County CSA planning activities began in December 2021 through the formation and convening of a Core Planning Workgroup inclusive of representatives from the CDSS System Improvement Section, OCAP, Child Welfare, and Juvenile Probation. The Core Planning Workgroup met twice per month, while a smaller logistics sub-committee met weekly. In January 2022, the planning team was joined by Hay Consulting which helped plan and facilitate the Virtual Peer Review May 2 – 6, 2022. Hay Consulting engaged various core and key stakeholders through various processes as described in the following paragraph. The stakeholder feedback was used to inform the CSA findings.

## DESCRIPTION OF THE METHODS USED TO GATHER STAKEHOLDER FEEDBACK

The assessment process included a variety of forums designed for stakeholder input sharing and gathering. The goal was to engage stakeholders and elicit their input into the strengths and barriers facing both Children & Family Services and Juvenile Probation. A wide variety of child welfare and probation stakeholders participated in the activities, including child welfare and probation staff, youth, parents, resource families, group homes, foster family agencies, mental health, public health, substance abuse treatment providers, education, prevention partners, court representatives, CDSS and others. The CAPC Team conducted three significant activities in May – July 2022:

- Peer Review: A total of 18 cases (13 CFS; 5 Probation) were reviewed by 12 participating counties to identify strengths and challenges in casework practice related to achieving priority outcomes.
- Focus Groups: 54 participants in 13 focus groups explored experiences, observations, and ideas for change across many stakeholder groups.
- Stakeholder Meeting: 75 participants from a wide array of stakeholder groups convened to reflect on the goals and approaches for the CSA and identify strengths and challenges within the current system as well as areas of improvement over the next five years.

Participation from across the county ensured a broad array of perspectives would influence the development of the CSA. Stakeholders included representatives from:

San Mateo County CFS	Fresh Lifelines for Youth
San Mateo County Probation	First 5 San Mateo County
San Mateo County HSA	Peninsula Conflict Resolution Center
San Mateo County Family Health Services	Golden Gate Regional Center
District Attorney's Office	PDP
Behavioral Health & Recovery Services	SMOCOCFS
Department of Rehabilitation	SMCOE
Department of Child Support Services	Izzi Early Education (formerly known as Institute for Human and social Development, Inc.)
Juvenile Justice & Delinquency Prevention Commission	Help One Child
Court Staff	Sitike Counselling Center
San Mateo Medical Center SART	Family Connections

Child Abuse Prevention Council	Success Centers
Edgewood Center	Mind Body Awareness Project
CASA	The Art of Yoga Project
Court Staff	Parents (Probation & Child Welfare)
StarVista/Differential Response	Youth (Probation and Child Welfare)
	Resource Parents

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# SIP Narrative

## C-CFSR Team and Core Representatives

The C-CFSR Team and stakeholders complete the self-assessment using a variety of methods. The county engages the community in a conversation about the quality of the child welfare system and the provision of services to children and families. Feedback from members of the population who might benefit or be affected by changes made to the system is critical.

### C-CFSR Team

The role of the C-CFSR team is to ensure continuous quality improvement and acts as a driver of the C-CFSR process. The team meets regularly to ensure that all aspects of the C-CFSR are carried out and to maintain the integrity of the process. The C-CFSR Team is led by representatives from the County’s Child Welfare Department, Probation Placement Agency, and the CDSS. The team may also include individuals who participate and contribute to quarterly outcome reviews, CSA and SIP development, SIP Progress reports, Child Abuse Prevention, Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF), Annual Reports and county prevention partners, including Child Abuse Prevention Coordinating Councils (CAPCs).

2022 Core County Self-Assessment Workgroup			
Name	Job Title	Agency/Department	Participation Requirement
Natasha Bourbonnais	Child Welfare Program Manager – Clinical Services Lead	Human Services Agency, Children and Family Services	Core Requirement
Vacant	Child Welfare Program Manager – Court Lead	Human Services Agency, Children and Family Services	Core Requirement
Amy Yun	Child Welfare Program Manager – Continuing Lead	Human Services Agency, Children and Family Services	Core Requirement
Michele Tom	Child Welfare Program Manager – Emergency Response Lead	Human Services Agency, Children and Family Services	Core Requirement
Olisha Hodges	Child Welfare Program Manager – Prevention Lead	Human Services Agency, Children and Family Services	Core Requirement
Carine Verducco	Child Welfare Management Analyst	Human Services Agency, Children and Family Services	Core Requirement
Yanitxa Albino	Child Welfare Human Services Analyst	Human Services Agency, Children and Family Services	No Requirement

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Melanie Stauffer	Probation Department – Assistant Deputy Chief Probation Officer	Juvenile Probation	Core Requirement
Becky Powers	Probation Department – Probation Services Manager I	Juvenile Probation	Core Requirement
Darlene Hansen	Probation Department – Management Analyst	Juvenile Probation	Core Requirement
Rebecca Mejia	California Department of Social Services – System Improvement Section	California Department of Social Services (CDSS)	Core Requirement
Jagdish Majju	California Department of Social Services – Office of Child Abuse Prevention	California Department of Social Services (CDSS)	Core Requirement

## List of Stakeholder Representatives

Core representatives were invited to participate in various meetings including focus groups and a Stakeholders Meeting on June 25, 2022.

San Mateo County CFS	Fresh Lifelines for Youth
San Mateo County Probation	First 5 San Mateo County
San Mateo County HSA	Peninsula Conflict Resolution Center
San Mateo County Family Health Services	Golden Gate Regional Center
District Attorney's Office	PDP
Behavioral Health & Recovery Services	SMOCOCFS
Department of Rehabilitation	SMCOE
Department of Child Support Services	Izzi Early Education
Juvenile Justice & Delinquency Prevention Commission	Help One Child
Court Staff	Sitike Counselling Center
San Mateo Medical Center SART	Family Connections
Child Abuse Prevention Council	Success Centers
Edgewood Center	Mind Body Awareness Project
CASA	The Art of Yoga Project
Court Staff	Parents (Probation & Child Welfare)
StarVista/Differential Response	Youth (Probation and Child Welfare)
Resource Parents	

## CORE PARTICIPATION

All required core representatives were able to participate in either focus groups or stakeholder meetings.

## **Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale**

During the planning process for the Virtual Peer Review and County Self-Assessment report, the Federal Child and Family Services Review (CFSR) was engaged in Round 3. The Round 3 national standards for permanency and safety outcomes were utilized in the county's CSA. During the development of this System Improvement Plan report, the Federal CFSR made the switch to Round 4. This resulted in changes to the national performance values of the safety and permanency outcomes, as well as a methodological change to permanency outcome "P4-Re-Entry to Foster Care". San Mateo County is using CFSR Round 3 data when looking retrospectively but is using the new CFSR Round 4 National Performance Values for this System Improvement Plan's Target Improvement Goals to quickly align with the new standards going forward.

Baseline data from the CSA is based on Q2 2021 extracts from the California Child Welfare Indicators Project (CCWIP). Current data as of the development of this SIP is based on Q2 2022 data extracts from CCWIP.

### **Child Welfare**

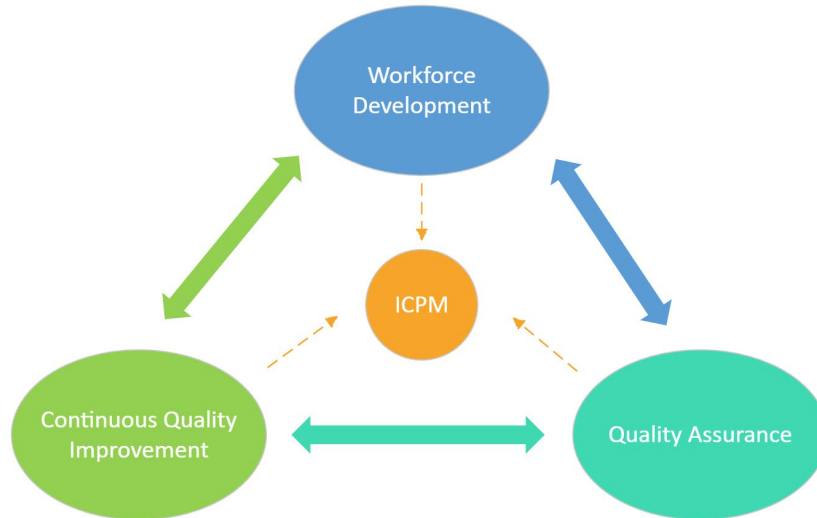
San Mateo County Children and Family Services' (CFS) mission is to protect the well-being of children, enhance the lifelong stability of children and youth, and improve the health and strength of families in San Mateo County. CFS will focus this System Improvement Plan on the following systemic factors: Staff Training and Quality Assurance. The three strategies include: 1) Develop and Retain an Excellent Workforce, 2) Implement Safety Organized Practice and 3) Use of Data Analytics to Enhance Social Work and Program Practices. Strategies represented in the SIP Chart (Attachment A) are consistent with the needs identified in the recently completed County Self-Assessment (CSA).

The aforementioned strategies will allow San Mateo County to align child welfare practices and/or initiatives to improve accountability and outcomes, enhance services, and promote child safety and well-being. The implementation and integration of these strategies build agency capacity to improve child welfare outcomes beyond the five-year SIP cycle. CFS is committed to recruiting and retaining an excellent workforce to mitigate staff burnout, clarifying norms within the organizational culture, and building capacity. The CSA process elevated a need for balance between the agency's drive for quantitative data and the imperative for quality practice that addresses root issues facing the children and families served. Woven throughout the three strategies are the lead ICPM leadership behaviors for promoting workforce development which include:

- Be open, honest, clear, and respectful in communications and expectations
- Create a learning environment
- Recognize staff strengths and successes
- Seek feedback
- Advocate for resources
- Listen and provide feedback
- Hold each other accountable
- Monitor organizational effectiveness

- Monitor practice effectiveness

As a whole, synergy is created among the three strategies which incorporate and align with the five foundational behaviors of ICPM: Teaming, Engagement, Inquiry, Exploration, and Advocacy.



CFS has been meeting or exceeding all performance outcomes with the exception of P-4 (more discussion on this below).

San Mateo County Children and Family Services has focused on improving Federal Outcome Measure P-4 for the past two System Improvement cycles (at least ten years) and has implemented various strategies including, most recently, Child and Family Team meetings. San Mateo County has decided to shift focus to improving systemic factors based on the feedback from the CSA and because of the dwindling numerator in the P-4 outcome over the years. When considering San Mateo County’s outstanding performance, participation in other initiatives and projects (for example, Families First Prevention Services opt-in), and exhausted efforts to improve P-4, CFS believes by shifting its focus and efforts on the strategies outlined in this SIP, CFS will make impact on relevant systemic factors and the child welfare system as a whole.

Discussion of Outcome Measures Needing Improvement (CFS):

***P-4 Re-Entry into Foster Care***

**Data Source:** CWS/CMS 2022 Quarter 2 Extract. <https://ccwip.berkeley.edu/secure/P4.aspx>

**National Standard:** 5.6%

**San Mateo County Performance (Q2, 2022):** 10.9%

**Definition:** This measure is defined as “of all children who enter foster care in a 12-month period who

discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?” In this measure, the desired performance is below the national standard.

**Discussion:**

San Mateo County has seen a decline in overall child welfare cases which impacts performance outcomes including P4 – Reentry into Foster Care. Since the start of the current report period, the number of children in the denominator decreased by 53.5% from 86 children (2014) to 40 children (2019) with four (4) children reentering foster care within 12 months of discharge based on the September 28, 2022, CWS Outcomes System Summary for San Mateo County report publication. It is observed that while the denominator has reduced significantly, there has been minimal fluctuation and a decrease in the numerator (from six in 2017, six in 2018 and four in 2019).

CFS supports caretakers following reunification to prevent youth from reentry into foster care including conducting CFT meetings when children return home and when the case is closed, using the CANS and clinical assessments to identify any remaining needs, and providing aftercare services as needed with internal Human Services Care Counselor staff or differential response Path 4 (aftercare) contracted services. In the 2022 System Improvement Plan Annual Progress Report, CFS reviewed fiscal year data for this performance measure. The review period for the progress report was July 1, 2018, to June 30, 2019, and CFS did not meet the national standard of 8.3% with a 24% performance result for Quarter 2, 2021 which represented six (6) out of 25 children who reentered foster care within 12 months of their discharge from foster care. For CFS to meet the national standard, there could be no more than two reentries during the report period. CFS conducted a drill-down analysis of the P4 – Reentry into Foster Care performance outcomes to better understand the negative movement.

In September 2021, CFS conducted a quantitative drill-down analysis of the Q2, 2021 reentry data using SafeMeasures®. The data (Q2, 2021) indicated that the reentry reason for most of the children was “general neglect,” and included one sibling group of two (2) children. Several factors were analyzed including placement types/higher level of care required, race/ethnicity, decrease in the denominator, timely CFT meetings and Structured Decision Making (SDM) tools completed, such as the Reunification Reassessment, before reentry. C&FS reported a plan to refocus efforts on utilization of the SDM Reunification Risk Assessment tool to fidelity in 2021. Based on SafeMeasures® data, the average rate of completion for the Reunification Reassessment in calendar year 2021 was 57%. As a result of the analysis, CFS will be monitoring improvements in the application of the reunification reassessment SDM tool.

*The Impact of Permanency on Reentry:* The Capacity Building Center for States, in partnership with the Office of the Administration for Children and Families, Children’s Bureau, issued a publication in 2019 that identified a companion measure for P4 – Reentry to Foster Care. The companion measure is “P1- Permanency in 12 months for Children Entering Foster Care.” In the 2022 System Improvement Plan Annual Progress Report, a baseline comparison of Q3, 2018 data against Q2, 2021 data indicates an 8.6% decrease (negative movement) in the P1 outcome. Approximately half of the children who re-entered foster care in Q2, 2021 did so from the family maintenance component. Upon further review of the data, when looking at placement type for children who exit to reunification or guardianship during the period, children who reentered had foster care, FFA and shelter placement types and zero out of nine children reentered from Relative/NREFM placement. CFS will continue to monitor performance in this area and the impact of new and ongoing strategies on performance.



Discussion of All the Unmet Needs and Gaps in Services Identified in the CSA (CFS):

The following is a discussion of each of the unmet needs and gaps from the CSA which emerged from focus groups, stakeholder meeting and peer review activities:

1) Continue to Strengthen Family-Centered Teaming:

Teaming is a strength for Children and Family Services (San Mateo County Children & Family Services) which has resulted in improved case decisions. CFS has prioritized bringing the Child and Family Team (CFT) facilitator teams and social work staff together to clarify CFT member roles, improve communication, and better integration of Resource Parents and natural connections as part of the family's support. In 2021, CFS implemented the Integrated Core Practice Model and has focused one strategy on the implementation of Safety Organized Practice which will help support co-ordination and service planning for families as well as identification of natural supports. One area San Mateo County Children & Family Services is exploring outside of this SIP is adding a CFT coordinator role to help support scheduling and pulling together of all parties involved for CFT meetings.

2) Maintain Equity at the Core of Practice and Workforce Development

CFS implemented a Racial Equity and Inclusion Workgroup in 2022 which is focused on maintaining equity at the core of practice. CFS has developed a workforce development strategy in this SIP and will maintain equity as a focus area throughout the implementation of the strategy, and by using existing toolkits such as the Integrated Core Practice Model workforce development toolkit. Lastly, the Human Services Agency issued a Diversity, Equity and Inclusion policy in Spring, 2023 which CFS aligns with and has staff representation participate.

3) Balance Quantity and Quality within the Practice Environment

The CSA surfaced tension around how to manage documentation demands while maintaining quality engagement with families and partners. A balance is needed between the agency's drive for quantitative data and the imperative for quality practice that addresses root issues facing the children and families served. To address this, CFS has developed a Quality Assurance strategy (see Strategy 2) to include a Case Record Review process which collected both qualitative and quantitative data and creates a feedback loop between the outcome of the Case Record Review, the CFSR and management and staff. CFS will also be looking at ways to include staff voice in the development of policy and create listening channels so that staff may have an opportunity to provide context and qualitative information to inform practice, policy and other efforts.

4) Improve Understanding of the Effect of Referral Patterns on Child Safety

The rate of recurrence of maltreatment in San Mateo is well below the national standard, yet this metric may not fully explain the dynamics of child safety that continue to play out while a family is involved with the child welfare agency. CFS will continue to explore this through Strategy 2 which includes the implementation of Safety Organized Practice and the Case Record Review process.

5) Work Toward Finding the Investigative Sweet Spot

At times, among all the assessment information gathered about families at the front end, specific incidents of harm can be blurred, missing the opportunity for CFS involvement. In addition, the robust attention to front end assessment uses a significant amount of CFS resource and attention for pre-petition, at-risk families who might more appropriately served by community resources. CFS will continue to explore this through Strategy 2 which includes the implementation of Safety Organized Practice and the Case Record Review process. CFS will also continue to monitor Structure Decision Making data for consistent use and application.

6) Widen the Lens of Family Finding to Engage Networks of Support for Families

There is also a need to improve outreach to extended family and trusted allies to better develop the network of support as a safety net for the family. CFS has developed an agreement with Connect Our Kids, a technology nonprofit dedicated to helping social workers, lawyers, family recruiters, and CASA/GAL volunteers find supportive family connections and natural support networks for families. Implementation of this program will begin in Summer, 2023.

7) Extensive Service Array Hampered by Access and Navigation Challenges

There is a high demand for mental health, substance abuse and housing assistance which exceeds current capacity. There are also barriers that interfere with families getting the help they need when they need it. Services are not easily accessible based to their location or staffing levels, availability in Spanish and other languages is limited, and eligibility criteria is continuously changing usually due to funding issues. It is challenging to keep track of what is currently available and for whom making it particularly hard for a family or youth in crisis to navigate the service system. San Mateo County is exploring strategies to address these systemic factors through various efforts and initiatives such as the Families First Prevention Services Act and County Prevention Planning and cross-Sector team meetings, and Emergency Response Enhancement activities.

8) Increase Prevention Efforts in Alliance with the Community

Strong prevention services exist, yet there is a need to connect more families with these resources before issues escalate to levels that may require placement. Related to increased prevention efforts, San Mateo County has opted-in to the Families First Prevention Services Act and is developing a County Prevention Plan which will be submitted to the State in July 2023. Planning efforts included the engagement of a cross-sector systems and community-based stakeholder team that provided data and input into the County's Prevention Plan.

9) Prioritize Staff Retention

Staff is stretched thin to cover vacancies generated by persistent turnover. The organizational climate is further challenged by the simultaneous onboarding of new personnel at all levels becoming familiar with their roles and gaining sufficient trust in the workforce during this capacity building stage of growth. CFS has included action steps in Strategy 1 to address the Staff Training systemic factor. CFS will explore ways to provide supportive training and development to new workers, and train supervisors and leadership on Reflective Supervision to create a trauma-responsive and supportive supervisory team with the goal of improving retention and turnover rates.

10) Restore Community Partnerships to Share Responsibility for Child Protection

The historically strong partnerships San Mateo maintained with the community have been weakened by recent impacts on human services. The effects of COVID, workforce attrition and increased stressors on families all contribute to an urgent need to reinvigorate cross-system and community alliances. San Mateo County has opted-in to the Families First Prevention Services Act and is developing a County Prevention Plan which will be submitted to the State in July 2023. Planning efforts included the engagement of a cross-sector systems and community-based stakeholder team that provided data and input into the County's Prevention Plan. CFS relaunched the Foster Youth Advisory board in 2021/22, creating a forum for current and former foster youth to provide input and influence on County policies. CFS has been aware of the need to re-engage the community and has been exploring ways, outside of this SIP, to bring stakeholders and individuals with lived experience to the table in a more intentional and consistent way.

## Child Welfare Strategies

**STRATEGY #1: Develop new recruitment activities and focus on training and support strategies for new and existing workforce incorporating ICMP principles to improve recruitment and retention.**

**(Systemic Factor – Staff Training)**

Develop a staffing infrastructure to support a strong, proficient, and satisfied workforce that reflects and achieves the goals of child welfare.

### Purpose/Rationale

This overall strategy continues from our 2018-2023 SIP due to the COVID-19 State of Emergency response (from about March 2019 – March 2023), CFS was unable to focus on workforce development and enhancement. Additionally, San Mateo County continues to experience challenges with staffing shortages similar to what is being experienced throughout the Bay Area and other regions. Over the course of this SIP cycle, CFS Management and Staff Development will continue to focus on recruitment, however with new activities that are more targeted and expand outreach such as videos, social media, speakers' bureau and job boards, and hiring incentives. Retention strategies will include coaching, mentorship, and capacity building activities focusing on integration of reflective practices and other trauma informed approaches. Formalized feedback loops from leadership to staff will be embedded in existing forums. CFS intends to continuously provide ongoing trainings for staff related to legislative changes and its impacts on practices and policy, as well as refresher trainings to ensure knowledge is up to date.

An experienced, well-prepared, well-resourced, and strategically deployed workforce is critical to CFS' success to accomplish its mission. As indicated in the CSA report, increased workload and constrained resources caused by high turnover, challenge staff morale, and organizational climate. Studies have shown the detrimental effects of high job demands and insufficient job resources on employees' health, including stress and burnout.<sup>1</sup> Frequent employee departures and the increased workload caused by those departures erode staff morale and place staff in a more stressful work environment, which may lead to new resignations. This creates a vicious cycle of turnover and low staff morale. San Mateo County experienced resignation and recruitment challenges similar to other counties in the greater State of California. The Children and Family Services social worker turnover rate for Fiscal Year 2020-21 as included in the Annual Training Plan was 21.3%. The turnover rate for Fiscal Year 2021-22 increased to 24%. The CFS turnover rate is consistent with statewide child welfare agency turnover, and lower than the estimated federal rate of over 30%, according to a report by the Casey Foundation.<sup>2</sup>

These challenges were exacerbated as the County responded to the COVID-19 pandemic. The workforce was impacted due to nationwide COVID-19 policy shifts in the workplace, which were reflected in an increase in the employee turnover rate. Hiring and recruitment was halted by San Mateo County for a period of time in 2019 and CFS was unable to hire new social workers. For example, typical New Social

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<sup>1</sup> Geisler, Berthelsen, and Muhonen, Retaining Social Workers: The Role of Quality of Work and Psychosocial Safety Climate for Work Engagement, Job Satisfaction, and Organizational Commitment (Human Service Organizations: Management, Leadership & Governance, 2019),

<sup>2</sup> <https://www.casey.org/turnover-costs-and-retention-strategies/>

Worker Training Unit recruitments resulted in the hiring of eight to ten social workers. In 2019, CFS was only able to hire two new social workers. Furthermore, CFS shifted its focus to a COVID-19 response and sustaining mandated service delivery.

The literature highlights four main reasons for staff turnover that must be addressed: 1) poor fit between staff and the job; 2) job challenges and stressors; 3) poor quality of supervision; 4) problematic organizational culture and climate.<sup>3</sup> San Mateo County will focus on several areas under this strategy. Recruitment of qualified and informed candidates for critical child welfare positions will be the top priority. To maintain a professional workforce and continue providing excellent services to families and children, CFS will prioritize targeted recruitments and staff training. Specialized trainings across various areas of the agency will be utilized as a tool to address the impacts of secondary trauma, and for the development of a trauma-informed, supportive and resilient organization. As staffing continues to be a challenge, CFS will explore new strategies and tools to positively impact the turnover rate such as creating a realistic job description incorporating components and lessons from the Integrated Core Practice Model framework.

Without a strong workforce, the system will not be able to sustain strong performance. CFS will use the next five years to uplift innovative and creative ways of hiring, recruiting, and developing workforce to provide excellent services in order to continue to meet or improve outcomes. By the implementation of the action items in this strategy, CFS expects to improve the staff turnover and retention rates resulting in greater quality services for families involved in the child welfare system.

### **Action Steps**

#### *Related to Recruitment:*

Overall, CFS recognizes the need to revisit existing recruitment strategies, to include revision to recruitment materials and the use of innovative media. As an initial step, CFS Management Team will develop an updated job description that more precisely describes responsibilities and expectations, giving applicants a realistic preview of a public child welfare social worker position. This step aims to ensure CFS hires the most qualified candidates who have an informed understanding of the position, thereby minimizing unnecessary turnover. Additionally, CFS will explore with San Mateo County Human Resources (HR) Department the feasibility of including CFS-specific job information on the homepage of the county website, highlighting the Children’s Services Social Worker and other hard to fill positions. A video about the public child welfare social work career and job experience will be developed by CFS and shared as part of the initial application to provide interested applicants with a realistic visual demonstration of what the work entails. Finally, CFS will coordinate with the Human Services Agency social media and communications team to develop a plan for regular online sharing of the recruitment video.

San Mateo County acknowledges that to maximize the reach of the recruitment effort, new outreach strategies will need to be considered. CFS Management Team will collaborate closely with Staff Development to enhance outreach-related recruitment strategies at schools and universities to ensure that job opportunities and recruitment tools (i.e. video) are shared with those who may be interested in the field and that San Mateo County is presented as a competitive and attractive employer. A Speakers’ Bureau of current Children’s Services Social Workers, leadership, and other staff who can attest to the realities of the work will be developed as part of the outreach plan. The goal of the Speakers’ Bureau is

<sup>3</sup> Groto, Hyland, Caputo & Semedo, 2017. <https://onlinelibrary.wiley.com/doi/abs/10.1002/9781118972472.ch21>

to ensure a clear and consistent message is presented to the community, system partners, and potential social worker candidates outlining a realistic and authentic view of the public child welfare space and San Mateo County Children & Family Services as an organization.

*Related to Retention:*

Improved retention of staff will require a multi-faceted approach, which will include enhanced communication strategies, succession planning, leadership development, and addressing organizational culture and the impacts of secondary trauma. Not only is staff separation and replacement costly to the agency, but CFS understands it can also increase the workload for remaining staff, negatively impacting the relationship between the agency and the community, and ultimately impact outcomes for children and youth. Moreover, staff turnover has consistently been identified in previous CFSRs as a strong contributor to the inability to meet federal performance standards. As such, San Mateo County Children & Family Services must continue to address the issue in the local System Improvement Plan.

CFS Management Team and Staff Development will conduct a series of action items that support succession planning and staff development, with the goal of retaining an excellent workforce. As mentioned above, a speaker's bureau will be developed to include all levels of staff. This not only allows for stretch assignment opportunities but also provides a mechanism for the agency to re-engage the community. Additionally, CFS will ensure opportunities for all levels of staff to participate in policy and practice workgroups and other stretch assignments. CFS has recently shifted ICPM implementation to ICPM integration. As such, the implementation team has evolved into an ICPM Integration Task Force and with CFS Management, will formalize a shared governance structure for vetting policies, initiatives, and other systems-related considerations through the ICPM lens.

CFS will establish additional staff engagement and listening channels to integrate staff perspectives into policy decisions, new practice implementation, and key initiatives. This action step aims to improve staff expertise in the application of ICPM practice behaviors to better support families and increase staff ownership of ICPM values and CFS mission-driven work. CFS will seek out additional pathways to elicit staff feedback and implement other formalized communication strategies such as survey administration, innovative supervision methods, and creative staff meeting activities. Formalized feedback loops from leadership to staff will be embedded in existing forums (i.e.: all staff meetings, section meetings, unit meetings), and new mechanisms of sharing written communication will be designed.

CFS will continue to support a structured new Social Worker induction training environment, which is a stand-alone unit that nurtures the development of public child welfare core competencies. The training infrastructure developed as a result of the prior SIP has proven to be a strong benefit to new staff and will continue as designed. CFS intends to build upon the existing structure and will explore the feasibility and potential design of an internship-to-permanent employment pipeline for the retention of interns in San Mateo County, with the goal of attracting a better-prepared workforce that has a realistic understanding of the position and of San Mateo County Children and Family Services. The continuous development of existing staff is a top priority. CFS will work with Staff Development to develop a Leadership Academy which will be made available to all CFS staff providing career development and growth opportunities thereby supporting the branch's ability to promote and retain existing staff. Additionally, CFS intends to continuously provide ongoing trainings for staff related to legislative changes and its impacts on practices and policy, and refresher trainings to ensure knowledge is up to date, which includes but is not limited to compliance and safety trainings. Overall, CFS values training, coaching and peer to peer learning mindset, and will continue to seek out opportunities to provide

coaching to all levels of staff and create a staff peer mentor program within the branch.

Child welfare social workers often experience vicarious and secondary trauma because of the nature of child welfare work. To address the trauma experienced and its impact, CFS Management Team will explore ways to support social workers and address the realities of vicarious/secondary trauma. CFS will explore the integration of a Reflective Supervision model, and train leadership and staff in Reflective Supervision. Additionally, CFS will develop a secondary trauma response plan by convening an internal workgroup to make recommendations related to a supportive structure. Finally, CFS intends to increase support for front line social worker staff by the addition of support and administrative workers. Acknowledging the changing landscape of public child welfare work post-COVID-19, enhancement and alignment of support staff will be critical to building capacity within the workforce and lessening the impacts of the traumatic and demanding nature of the work.

San Mateo County Children and Family Services strives to positively impact organizational culture and climate through this strategy. By embracing a growth mindset, acknowledging current opportunities to improve, creating formalized systems of support for staff, focusing on succession planning efforts, and establishing concrete strategies to maximize fit of incoming new staff members to the work and culture of San Mateo County, CFS hopes to improve the overall health of the branch. Staff recruitment and retention must continue to serve as a pillar to the strength of the organization.

### **Evaluation**

The agency will evaluate this strategy using the following:

- Turnover Rate via the Position Control Report
- Qualitative data collected through “stay” interviews
- Employee Engagement Survey Data

The agency will utilize the turnover rate to evaluate retention efforts available in the automated Position Control report. Besides this, stay interviews will be conducted with new employees on their third and sixth months of employment with the agency. The qualitative data collected from stay interviews will be utilized to evaluate how well the implemented retention efforts address staff needs and increase staff morale, thereby retaining staff. On a quarterly basis, the management team will review both the quantitative and qualitative data to assess the success of retention strategies. Annually, San Mateo County administers an Employee Engagement survey. This survey will also be used to measure the impact of training and other efforts on the turnover rate. CFS will use the first year of this SIP to develop the specific evaluation metrics and baselines.

### **Systemic Changes Needed to Support Improvement Goal**

CFS will need to collaborate with the San Mateo County Human Resources Department to ensure civil service and HR policies are considered prior to implementation of CFS' proposed action steps. Resources must be dedicated to build the infrastructure to support the proposed staff development and secondary trauma response framework.

### **Educational/Training Needs to Achieve the Goal**

CFS will partner with Staff Development to ensure consistent outreach messaging and training is provided

to staff who will be part of the Speakers' Bureau.

CFS in partnership with Staff Development will explore opportunities and resources for leadership training to develop the internal workforce.

CFS will work with Staff Development to develop and provide educational training for all staff on how to be a successful mentor in support of the mentorship program launch.

### **Roles of other Partners in Achieving the Goal**

San Mateo County HR Department maintains countywide recruitment and employment policies such as the Civil Service Rules and Memorandum of Understanding with bargaining units. The Regional Training Academy (Bay Area Academy) provides child welfare training to San Mateo County. CFS may also consult with and engage the California Social Work Education Center (CalSWEC) for information related to social worker degree programs, support of interns, in-service training, and workforce development evaluation and research.

### **Technical Assistance**

There is no identified need for technical assistance from the National Resources Center (NRC).

### **STRATEGY #2: Re-launch a more in-depth Case Record Review process and utilize the process to evaluate the fidelity of SOP (Systemic Factor – Quality Assurance)**

Implement Safety Organized Practice and evaluate to ensure fidelity through a Case Record Review program.

### **Purpose/Rationale**

The 2013-2018 SIP focus was on creating a Quality Assurance/CFSR program and engaging employees in QA and CFSR. This strategy differs from the last SIP cycle in that its focus is implementation and monitoring utilization and impact of SOP, with Case Record Reviews (CRR) as an evaluation mechanism to inform how CFS staff are performing in this area.

According to UC Berkeley School of Social Welfare, SOP is used to ensure front line staff and leaders have equal access to the resources that support the collaborative, culturally respectful, trauma-informed and evidence-informed best practice approach that builds on the meaningful relationships with families and children in CFS. Staff will use these skills and strategies to accomplish the ICPM behaviors of engagement, assessment, teaming, transition, and service planning and delivery with a family and their network. Additionally, CFS will use the SOP toolkit to ensure child safety, permanency and well-being of those served are being met.

To ensure fidelity to the SOP, CFS will utilize the Case Record Review (CRR) process as a means of determining whether child welfare staff incorporated the tools and strategies provided by SOP during their engagement with families and children. The CRR will be conducted by our Case Review Team in Staff Development. The case review team is a group of master's level social workers, experienced in conducting CFSR reviews. This team is uniquely suited to providing data to the management team on a variety of fronts. The team will develop the CRR and will include the identification of potential data targets to be analyzed for the fidelity of SOP specifically, creation of the review tool, data collection process and

compilation of the information to report to management. The CRR will help CFS determine proper SOP implementation and therefore, be utilized in addressing any identified training needs of CFS staff. Qualitative evaluation will be conducted measuring the level of social work practice demonstrated and documented in the file against pre-determined levels of best practices. Staff feedback will be integrated following the qualitative evaluation. Additionally, workgroups can be convened with management and line staff to develop possible process and policy improvements in response to data gathered during the reviews. Through this strategy, CFS will continue with developing an agency culture and climate that supports the practice. The SOP CRR reviews will be conducted outside of regular CFSR reviews.

### **Action Steps**

Implementation of SOP is not a one and done event, but rather an ongoing process which will be implemented through phases. Units most directly impacted by the SOP toolkit will initiate the launch. The goal for CFS will be to implement SOP through the following process: 1) Provide mandatory training for RFA, Screening, Afterhours Units on Harm and Danger (H&D) statements in SOP; 2) Review the policy and procedures of the Hotline and ER units and update them to include SOP language in narratives; 3) Coaching with the Hotline/ER units for H&D statements; 4) Implement the H&D statement in Hotline/ER screener narratives. Additionally, CFS County partners such as judges, private defenders and county attorneys will receive SOP e-learning. Throughout this ongoing process, CFS will conduct weekly unit meetings for feedback on the SOP implementation process.

Leadership changes and agency restructuring over the past five to eight years impacted the previous Peer Record Review program, which is no longer active. We now have a dedicated new Social Worker classification on our CFSR-Team, recalculated CFSR case reviews allowed for more capacity with staff to conduct CRR/CQI efforts. CFS will partner with Staff Development to relaunch a more in-depth Case Record Review (CRR) process which will allow for collaborative assessment that highlights strengths and areas for growth as it relates to the application of child welfare policies and tools.

Data and feedback from the CRR will be used to determine if proper SOP implementation was accomplished and thus, be used to identify and address the needs of CFS staff. Staff Development will design a CRR program to strengthen and align the review process with ICPM. New policies, procedures, and expectations for the CRR process will be developed to set clear expectations for staff and leadership. A training plan will be developed and implemented to provide staff education and information on how to serve as a peer reviewer, what it means to have a peer review process, and how the enhanced CRR will support the work.

Staff Development conducts Federal Child and Family Services Reviews (CFSR). A process for regular reporting of CFSR and Case Record Review data findings for staff at all levels will be developed and implemented. Staff Development will relaunch “The Scoop – Seasonal Summary for Social Workers”, a quarterly report used to share key CFSR findings agency-wide with staff at all levels. A schedule and methodology to report more detailed CFSR and CRR findings to CFS Management and Children’s Leadership Team will be developed to help support leadership and staff’s in-depth understanding of CFSR data findings and draw connections between the findings and practice.



## **Evaluation**

The agency will evaluate this strategy using:

- Qualitative findings from Case Record Review
- Quantitative and Qualitative Findings from CFSR
- CalSWEC SOP Toolkit

## **Systemic Changes Needed to Support Improvement Goal**

Staffing resources will need to be dedicated to facilitating and overseeing SOP implementation.

## **Educational/Training Needs to Achieve the Goal**

Training will be developed and provided to staff in support of the Case Record Review relaunch and SOP harm and danger statements.

## **Roles of other Partners in Achieving the Goal**

CFS will partner and team with Staff Development who will lead and staff the CRR and are responsible for the CFSR. As a result of changes to the number of CFSR case reviews needed to be completed, we have a dedicated Social Worker classification on our CFSR-Team, with more capacity to conduct CRR/CQI efforts

## **Technical Assistance**

There is no identified need for technical assistance from the National Resource Center (NRC).

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**STRATEGY #3: Implement an effective feedback loop using reflective practices to guide decision-making and enhance communication across the agency. (Systemic Factor – Quality Assurance)**

**Purpose/Rationale**

This strategy has been updated based on the discussion between San Mateo and CDSS to include more narrative to frame the shift from IBI, an internal, customized dashboard to SafeMeasures. Along with this strategy CFS is incorporating reflective practice in supervision to ensure communication around data and outcomes is supportive and focuses on the specific needs of the client/s not just on the numbers. Reflective practice will be used by all levels from Director to managers and supervisors as well as staff. This strategy will assist in engaging staff with outcome data and not meant to be punitive as emphasis will be on the reflective practice. This will be discussed in more detail below.

A quality assurance system can empower the agency to utilize data, information, and results to affect positive changes in policy and case practice, to align with Federal and State compliance. A quality assurance system can engage a broad range of partners in the quality improvement process to ensure services address the needs of families, thereby continually improving outcomes for children and families<sup>4</sup> One key component of a successful quality assurance system includes quality in data analytics: all levels of staff should develop competency in monitoring practice and reviewing performance through data metrics to help identify under-and over-performing data measures. Additionally, identifying areas of improvement can aid line staff in quantitatively connecting their practice to performance measures.

Since the last SIP cycle, Children and Family Services experienced significant challenges impacting staff turnover which impacted a similar strategy in the last SIP. The implementation of the IBI group dashboard was determined to not be feasible. CFS was adjusting to the ongoing changes as part of the COVID-19 pandemic and the full implementation of the QA process was not accomplished. Additionally, attrition also impacted leadership, creating additional administrative barriers. The Evident Change SafeMeasures<sup>®</sup> system was already in use in CFS, and most commonly used across the State. Previously, when CFS explored the use of IBI Dashboard, SafeMeasures<sup>®</sup> did not provide management level data however more recent updates to SafeMeasures<sup>®</sup> now allow for this level of monitoring. SafeMeasures<sup>®</sup> has been utilized by CFS to transform case management data into valuable information that impacts the development and implementation of its policies and practices. During 2021-2022, Children’s Services Social Work Supervisors were provided training on how to access SafeMeasures<sup>®</sup> reports for purposes of staff supervision and performance monitoring. CFS desires to increase capacity beyond leadership by engaging staff at all levels as it relates to the regular use of data to inform practice, an area which capacity needs to be built through training and development of the workforce as it relates to data roles and responsibilities. By building capacity at all levels for the use of data analytics to enhance practice, social workers will be empowered to monitor performance, manage metrics, and identify/influence process, policy, and/or administrative recommendations. This strategy aims to empower staff to access and utilize the data tools available. Action steps in the strategy will focus on communication, comprehension, and interpretation of data by all staff including social workers, support staff, administrative workers, and leadership.

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<sup>4</sup> O’Brien and Watson, A Framework for Quality Assurance in Child Welfare (National Child Welfare Resource Center for Organizational Improvement, 2002), 1.

## **Action Steps**

CFS will maximize the utilization of the SafeMeasures® platform to enhance social work and program management practices. CFS will partner with Staff Development to review and revise existing policies and practices related to SafeMeasures® utilization and develop expectations for staff at all levels as it relates to data analytics. A plan will be developed to provide and sustain SafeMeasures® training to line staff, supervisors and managers. Staff at all levels will experience an increase in their knowledge of SafeMeasures® and enhanced proficiency in leveraging the platform. CFS will work with Staff Development to identify training for staff at all levels that clarify expectations around the use of data analytics. Staff will be provided with information about how data can be utilized at each level for purposes of decision-making. Once the staff is provided information and trained in the new policies, and procedures and in the SafeMeasures® platform, CFS will relaunch the use of the SafeMeasures® system through this enhanced model. SafeMeasures® analytics will be used to evaluate the utilization of other platforms and practice fidelity to revised CFS data analytics policies.

CFS will collaborate with Staff Development to provide an overview of the California Child Welfare Indicators Project (CCWIP) to the Children’s Leadership Team (CLT). CFS and Staff Development will establish mechanisms to report local and statewide outcomes to the staff at all levels in a way that quantifies the impact of work at individual caseload/unit/section level. Key CCWIP reports will be prioritized and shared with staff at all levels on a regular basis to enhance their knowledge of how child welfare data is tracked and utilized to measure child welfare performance at State and Federal levels. Staff will build capacity in using data to integrate best practices and enhance child welfare outcomes because of these actions.

An effective feedback loop regarding data analytics will be established to guide decision-making and enhance communication across the agency. The feedback loop will be developed in different formats such as staff surveys, suggestion boxes, and in-person or virtual huddle meetings. CFS will integrate the review of data and outcomes within a reflective consultation model. Advancing California’s Trauma –Informed Systems (ACTS) will provide reflective supervision training and coaching with a focus on managers and supervisors to be incorporated into ongoing practice in one-to-supervision and group meetings. The intention is to go beyond the numbers and understand the specific cases in underperforming areas. Reflective practice will enable us to discuss and process outcomes and performance measures with all levels of staff in a meaningful way allowing for more informative decision making at all levels. One example would be in one-to-one supervision with social workers and supervisors, outcome data can be discussed in a way that specifically address the impact to their work with families on their caseloads. Additionally, in collaboration with Staff Development, CFS will develop a communication plan for the routine distribution or presentation of identified key data elements, which will encourage staff to utilize and integrate available data into practices. This supportive feedback loop will enhance staff engagement via communication, allow for information sharing at all levels within CFS, and/or create opportunities to engage staff as lead discussion related to ideas to enhance employee engagement.

## **Evaluation**

The agency will evaluate this strategy using:

- SafeMeasures® Audit Report
- Feedback Loops (referenced above, to be developed)

- Meeting minutes from leadership meetings or unit meetings

The meeting minutes will be used to monitor whether staff receives sufficient support on data utilization to address the service gaps raised by staff and to evaluate whether an effective communication loop is created as well.

### **Systemic Changes Needed to Support Improvement Goal**

None are needed at this time.

### **Educational/Training Needs to Achieve the Goal**

Staff Development, in collaboration with CFS, will develop and provide (or secure) training to staff at all levels on Data Analytics Policies and on how to regularly access and utilize SafeMeasures® and the CCWIP to inform practice.

### **Roles of other Partners in Achieving the Goal**

To achieve this goal, CFS will partner with the following organizations for consultation in child welfare projects, training, and data support:

- Regional Training Academy
- University of California, Berkeley
- Evident Change

### **Technical Assistance**

There is no identified need for technical assistance from the National Resources Center (NRC).

## Probation Strategies

### STRATEGY #1: STRENGTHEN TRAINING OPPORTUNITIES FOR STAFF TO MAINTAIN DIVERSION OUTCOME GAINS

San Mateo County Probation has chosen to focus on Systemic Factor Staff and Provider Training – Emphasis on Staff.

Promote an integrated set of system improvement strategies to maintain the gains of youth being diverted from out-of-home placement and ensure initial and ongoing staff training that promote skill development and build capacity to improve performance and experiences of youth interacting with Probation.

Components include:

- Create a formal diversion prescreening process to identify alternatives to a placement that keep youth in their home and community, including the Family Preservation Program, Wraparound Program, and/or Camp Kemp.
- Implement the Ohio Youth Assessment System (OYAS), as a more culturally responsive assessment tool, to identify the strengths and barriers of the youth and family.
- Provide initial and ongoing evidence-based training that reflect current practice requirements for placement, risk assessment, referrals, and case planning.
- Create policies and/or procedures to support the implementation of prevention-focused strategies, including integrating the use of assessment tools, define eligibility requirements, staff roles and responsibilities, and practice expectations.
- Set up internal workgroup to guide the development and implementation of core practices central to the diversion program and monitor staff training.
- Establish process for tracking and monitoring outcomes data and establish baseline.

### Purpose/Rationale

San Mateo County Probation chose this strategy as the Probation Department has provided prevention- focused services tailored to meet the needs of the youth and families entering the system, and as such, placement numbers have decreased over the last several years. Evaluation of the federal outcomes measures for Probation was difficult due to the low rate of youth in care. Currently, there is no youth in out-of-home care and the Probation Department would like to focus efforts to strengthen training practices to maintain diversion outcomes that improve the welfare of youth.

The system improvement strategies for staff training and development address preventative measures and memorialize the steps taken into formal business practices and/or policies to ensure that Deputy Probation Officers (DPOs) continue to focus on diversion and prevention-focused services. Feedback from the stakeholders and Peer Review process identified that the DPOs although highly skilled in case planning and CFTs could benefit from additional training in the placement process. The department’s focus on prevention, bolstering the diversion program, and the implementation of new tools to encourage focus on systemic-level changes for this SIP cycle aimed towards improving staff training as it relates to diversion practices.

In 2018, practices were put into place to begin focusing on having the recommendation for youth to match the assessment tool risk level. As a result, DPOs were trained to recommend general supervision for low to moderate-risk cases and high-risk cases and received intensive services, including the Family Preservation Program or Wraparound services. There was also an established mindset that if youth did not follow their terms and

conditions of probation and continued to participate in delinquent activities, despite all the services offered, the next step would be to recommend placement. Initially, it was a challenge to get DPOs to change this mindset; however, after time and strict practices being put into place to offer the least restrictive services first, DPOs began to understand the importance and need to keep youth in their homes. Also, during this time, business practices were put into place to include: 1) the DPO had to exhaust all probation programs prior to considering a placement recommendation, and 2) the DPO must present the case to the supervisor overseeing placement cases, prior to presenting the case to the Interagency Placement Review Committee (IPRC). This new business practice and the changes that transpired due to Family First Prevention Services Act (FFPSA) have contributed to the positive outcomes we currently see in placement.

Preventative efforts will continue to focus on strategies, as mentioned in this section: assess cases at intake for diversion, pre-screen any cases with the supervisor overseeing placement cases that are considered high-risk for out-of-home placement to provide intensive services to alleviate removal from the home, fully implement the Department's new individualized assessment tool, the OYAS and utilize the results to identify and focus on strengths and barriers for the youth and their families. Provide staff training and create policies and/or business practices to support the implementation of these prevention-focused strategies.

### **Action Steps**

- Draft policies and procedures to support core diversion practices, test draft policies, refine and finalize with input from DPOs and supervisors.
- Create a formal prescreening process to ensure all cases are assessed at intake to identify alternatives to a placement that keep youth in their home and community.
- Implement tracking and training of the OYAS assessment tool.
- Provide initial and ongoing evidence-based training to staff, parents, and providers, when applicable.
- Set up an internal workgroup to guide the development and implementation of core practices.

### **Evaluation**

To evaluate the effectiveness of the mentioned system improvement strategy, Probation Workgroup will meet quarterly to monitor tracking of completed initial and ongoing staff training to identify whether training is being implemented as intended, make recommendations to improve the training program, and make decisions about future training. The Workgroup will also ensure staff receive training within the established timeframes and that the training addresses the basic skills and knowledge needed by staff to carry out their duties.

The Probation Services Manager will conduct checks and balances during ongoing supervision with the DPOs to monitor data entry and ensure that assessments tools are used as intended, including review and approval of overrides to the OYAS risk level. And review of Case Planning tools to ensure the DPOs are incorporating the identified needs into the youth's case plan.

The members of the Probation Workgroup include a Probation Services Manager overseeing placement cases, the Juvenile Assistant Deputy Chief, and the Division Management Analyst. The group will meet ongoing to ensure that the SIP strategies are being worked on and that any updates or adjustments are communicated to the state.

Implement quarterly monitoring and tracking to ensure Juvenile Deputy Probation Officers receive the following training:

- Initial training in the Ohio Youth Assessment System (OYAS) assessment tool
- Initial and ongoing training in Case Planning
- Initial training in the Placement process
- Training on process for referrals to BHRS

- Periodic review of refined policies and procedures

**Systemic Changes Needed to Support Improvement Goal**

- Initial and ongoing training is provided to address the skills and knowledge needed to improve the welfare of youth.
- Create policies and procedures regarding the placement process and create fidelity to internal practices.
- Implement continuous processes for evaluating improvement strategies for staff training.
- **Educational/Training Needs to Achieve the Goal**
- Internal training once business practice and/or policy is finalized and implemented.
- Utilize CPOC training to promote permanency efforts, including FFPSA.
- **Roles of other Partners in Achieving the Goal**
- Collaborate with CWS on training and technical support.
- Collaborate with BHRS on referral process and training.

**Technical Assistance**

- N/A

**Prioritization of Direct Service Needs**

**Populations at Greatest Risk of Child Maltreatment as Established in the CSA**

As part of the CSA process, it was determined that the county’s most at-risk population for maltreatment includes children under the age of one. Children over age 11 also have a higher rate of recurrence of maltreatment as compared to children ages 2 – 10.

Children entered foster care in San Mateo County at a rate of 0.4 per 1,000 between 2017 and 2021. Children under one-year-old comprised the highest rate of entry into foster care at two children per 1,000. Black children have the highest entry rate of all ethnic groups, with an average rate of 2.42 per 1,000 during the five-year period. Children under one year old and children between the ages of six and 10 are more likely to experience recurrence of maltreatment.

<b>San Mateo County Recurrence of Maltreatment (Jan 2020 – Dec 2020)</b>							
<b>Age Group</b>	<b>Under 1</b>	<b>1 – 2</b>	<b>3-5</b>	<b>6-10</b>	<b>11-15</b>	<b>16-17</b>	<b>Total</b>
<b>Children with recurrence (n)</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>13</b>
<b>Children with recurrence (%)</b>	<b>10.7</b>	<b>4.3</b>	<b>3.2</b>	<b>9.3</b>	<b>5.4</b>	<b>0</b>	<b>5.9</b>
<b>Total</b>	<b>28</b>	<b>23</b>	<b>31</b>	<b>43</b>	<b>74</b>	<b>22</b>	<b>221</b>

*Data Source: CWS/CMS 2022 Quarter 1 Extract.*

Moreover, the CSA found that although fewer children and youth are being placed in foster care, many of

the families who enter care have complex needs are socially isolated, and often have severe trauma histories. This multi-faceted set of conditions impacts the likelihood that these children and youth will return home in a timely manner. In the calendar year 2020, four of 74 (5.4%) children aged 11 – 15 experienced a recurrence of maltreatment within 12 months. In the calendar year 2021, seven out of 70 (10.0%) children aged 11 –15 and two out of 32 (6.3%) children aged 16 –17 experienced a recurrence of maltreatment within six months; these two age groups have a higher rate of re-maltreatment compared to other age groups during a six-month period. Furthermore, the CSA discovered most children and youth in out-of-home care who are supervised by CFS, or Juvenile Probation are Latino.

### **Children with Complex Needs**

Assembly Bill (AB) 153 allocates \$43.3 million in funding to counties to support new or expanded services, practices, programs, and training that enhance system capacity and ensure the delivery of a high-quality continuum of care designed to help foster children/NMDs in the setting that is least restrictive and in line with a child's permanency plan.

To enhance the agency's long-term capacity to address service gaps identified and establish a high-quality continuum of care for children, especially those with complex needs in foster care, pending State approval, CFS plans to utilize the complex care funds to launch a complex care program that provides in-home 24/7 support for resource parents who have children with highly complex needs placed in their homes. By launching the complex care program, CFS aims to develop a robust system of care that provides effective cross-agency coordination of integrated services to meet the individual needs of the child and



the child’s family. Furthermore, CFS anticipates that the complex care program will develop a reliable continuum of care environment, services, and supports to address the needs of children and non-minor dependents (NMD) with complex needs at all levels of placement setting.

### **Child Abuse Prevention, Intervention, and Treatment (CAPIT)**

CAPIT funding is utilized, in conjunction with Community Based Child Abuse and Prevention Services (CBCAP) and Promoting Safe and Stable Families (PSSF) funds, to provide parent education and behavioral health services including case management and short-term clinical services. CFS supports evidence-based programs and parent education programs funded under CAPIT. Programs must be rated as “supported” or greater, have high child welfare relevance, be on the California Evidence-Based Clearinghouse (CBEC) for Child Welfare, and be available in Spanish and English. Emphasis will be on supporting parents with preschool and/or school-aged children, who are not already engaged with school- based community services through San Mateo County Measure K-funded Children and Family Resources Centers. As of this report, programming includes Parents as Teachers and Positive Parenting Program (Triple P).

### **Community-Based Child Abuse and Prevention Services (CBCAP)**

CBCAP funding is utilized, in conjunction with CAPIT and PSSF funds, to provide parent education and behavioral health services including case management and short-term clinical services. CFS supports evidence-based programs that are rated as “supported” or greater, have high child welfare relevance, are on the California Evidence-Based Clearinghouse (CBEC) for Child Welfare, and are available in Spanish and English. Emphasis will be on supporting parents with preschool and/or school-aged children, who are not already engaged with school- based community services through San Mateo County Measure K-funded Children and Family Resources Centers. As of this report, programming includes Parents as Teachers and Positive Parenting Program (Triple P).

### **Promoting Safe and Stable Families (PSSF)**

PSSF funding is utilized, in conjunction with CAPIT and CBCAP funds, to provide parent education and behavioral health services including case management and short-term clinical services as indicated above. In addition to these programs, PSSF funds are used to provide adoption education support services to adoptive parents to promote stability. PSSF funds are also used to offer transportation services to families in support of family reunification efforts.

**Evidence-based and/or evidence-informed programs:** Children and Family Services provides either directly or through the contract the following evidence-based and/or informed programs: Parents as Teachers, Triple P Level 4, Triple P Level 5, and SafeCare®.

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# Child Welfare/Probation Placement Initiatives

## Joint Initiatives with CFS and Probation

### COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

In 2021, CFS hired a new, part-time CSEC social worker. The CSEC program supervisor and manager have been working with the new social worker to develop the role. CSEC staff continued to provide agency staff with focused training on the CSE-IT tool, including follow-up and enhanced training on the child abuse reporting hotline tool. The CSEC team worked closely with the Business Systems Group to update data reporting tools and made progress in this area. CSE-IT data includes the tracking of all open cases and the date of the last CSE-IT tool completion, which allows the CSEC program staff to send reminders to social workers when it is time to complete a CSE-IT. Data has also been gathered and presented at various meetings, to leadership and supervisory staff as well as the CSEC Steering Committee. Enhancements have been made to the CSEC Multidisciplinary Team (MDT) meetings, utilizing the virtual format with regular presence from differential response providers and increased representation from schools. During this last year, a joint initiative with the CSEC Steering Committee members, including Probation, San Mateo County Office of Education, Children and Family Services, and Behavioral Health and Recovery Services is being developed with a focus on providing community outreach presentations for increased CSEC awareness.

### AB12

With the enactment of Assembly Bill (AB) 12 in 2012, foster care benefits and services were extended to youth beyond their 18th birthday. CFS worked very closely with other organizations to begin to identify and develop services for AB12 youth. In 2016, CFS designated a specific unit responsible for the AB12 population. This unit includes a social work supervisor and two social workers. This AB12 unit is responsible for all aspects of the AB12 population, and the staff has developed a certain amount of expertise in addressing the issues of non-minor dependents (NMDs).

As of March 2021, there were a total of 70 AB12 participants, from both CFS and Probation, which represents 59 youths from CFS and 11 from Probation. In 2021, the State extended participation, which included monthly payments and assistance with housing, in the AB12 program for CFS as well as probation youth to December 31, 2021 (beyond age 21) due to the COVID-19 pandemic. 33 youths exited in December 2021, and the majority continued to receive after-care services, secured housing options, and secured employment, and all reported having supportive connections.

Youth who qualify for AB12 services under Probation supervision are informed by their assigned DPO of their eligibility and the requirements to qualify for AB12 services. There are currently four NMDs participating in AB 12 services in the Juvenile Division. This population has proven to be a challenge to DPOs as many of these youth move out of county and out of state due to the very high cost of living in San Mateo County. However, distance and lack of funding do not impact the DPOs' ability to regularly visit these youth as required or ensure that they receive needed services. In addition, where youth need services/assistance outside of scheduled services, DPOs arrange for these services to be provided. Due to COVID-19, there was an extension of financial support and housing services to NMDs beyond the age

of 21. CFS currently has four (4) youths who are eligible for these services, and they continue to participate and receive support from the Probation Department.

### **CHILD AND FAMILY TEAM (CFT) MEETINGS**

The 2018-2023 System Improvement Plan included specific strategies to fully implement CFTs in San Mateo County. The CFTs replaced Team Decision Making (TDM) meetings, with the purpose of developing a child safety strategy that enables the child to return home or to identify the placement that provides the most stability and least trauma for a child and allows for the child’s support system to be part of the decision-making process. CFTs are facilitated by trained CFS Psychiatric Social Workers (PSWs), and meetings are held within 60 days of a child entering the Child Welfare system. This includes youth who are placed out of the home, youth who remain in the home under Family Maintenance services, and youth who remain in the home under voluntary services (not court involved). CFTs are also held every six months (every three months if the child has more intense mental health or health needs as evidenced by being placed in a high-level group home). Through decisions made at CFTs, children are provided with support and services that may allow them to remain in their communities and have consistency in school, recreational activities, and positive significant relationships.

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## Child Welfare Initiatives

San Mateo County has implemented several statewide initiatives to ensure that children remain safe and in their homes. The following are statewide initiatives in which San Mateo County is currently engaged:

### CONTINUUM OF CARE REFORM

To meet California's Continuum of Care (CCR) requirements and better serve the children and families involved in the child welfare system, San Mateo County CFS administers and operates Elysian, a Short-Term Residential Therapeutic Program (STRTP) and a Foster Family Agency (FFA). The STRTP received full and final approval to operate in 2020 both the STRTP and the FFA became fully accredited in October 2022 with three-year accreditation.

### RESOURCE FAMILY APPROVAL

Mandated by state statute and in line with the Continuum of Care Reform (CCR), the agency has successfully implemented the Resource Family Approval (RFA) process. The RFA process applies to all caregivers, including foster/adoption (families interested in adopting children) homes, youth and non-minor dependents in the foster care and probation systems. In San Mateo County, the RFA process consists of the following: submission of an application; completion of 18 hours of training; First-Aid/CPR Certification; Health Screening; Reference Checks; Income Verification; TB Testing; Verification of Residence; Psychosocial and Permanency Assessments; DMV check; Live Scan; Budget Submission; and multiple home visits. All resource parents are also required to complete eight hours of annual training. Families caring for children with special needs are required to complete additional training.

### PATHWAYS TO WELL-BEING (KATIE A.)

Every child entering out-of-home care is assigned a Pathways to Well-Being (Katie A) clinical care coordinator to ensure they receive appropriate and timely mental health services. Once the decision is made to open a child welfare case, the social worker is responsible for completing a Mental Health Screening Tool (MHST) with the child to determine any needs for referral for mental health services. The Pathways to Well-Being clinical care coordinator then works closely with the social worker and Behavioral Health and Recovery Services (BHRS) to ensure that the child receives appropriate and timely clinical services. For all children ages five and under, regardless of the findings on the MHST, the social worker completes referrals to a Public Health Nurse (PHN) for a developmental assessment and to BHRS for a mental health assessment. For children ages five to 17, if the MHST indicates a need for a mental health referral, the Pathways to Well-Being clinical care coordinator makes a referral to BHRS. Once the referral is received, BHRS assigns the case to a clinician and the clinician conducts a mental health assessment on the child, determines medical necessity eligibility, and provides mental health services to the child as indicated. To ensure the CFS and BHRS systems are effectively addressing the mental health needs of all children entering the child welfare system, the leadership from both systems attends a monthly Pathways to Well-Being (Katie A) Oversight Meeting.

Probation provides mental health services through a different process. Upon entry into Probation, youth are assessed by a BHRS clinician during the initial intake process, and Court reports written by the DPOs include the initial individualized assessments (e.g., the risk to recidivate and CSEC CSE-IT tool) and evaluations (e.g., mental health, and alcohol and other drugs). Based on these assessments, the DPO identifies the unique needs of the youth and assigns an appropriate supervision level. Probation does not have an additional screening tool. When youth are placed in congregate care, clinical services are provided directly through the group home.

## **CALIFORNIA CASE REVIEW**

CFS implemented the Child Welfare Case Review per the federal and CDSS requirements and conducts quarterly case reviews. According to CDSS criteria, seventy cases must be reviewed annually. For Federal Fiscal Year 2020-21, San Mateo County completed 41 case reviews (eight more than the prior year). CFS conducts case reviews of probation youth cases and had one dual case reviewed in 2021.

## **FAMILY URGENT RESPONSE SYSTEM**

CFS worked on the development of the new state-mandated program, Family Urgent Response System (FURS), in partnership with Behavioral Health and a subcontractor in 2020 and into 2021. FURS is a two-level crisis response system for current/former foster youth in San Mateo County with the goal to decrease unnecessary hospitalization, incarceration, and placement disruption for youth. The state has created a statewide crisis hotline that serves as the front door for the service. The state hotline staff determines if the situation is urgent and requires an immediate response. If so, they will contact the local crisis hotline for dispatch of the FURS mobile response team. Response and coverage of FURS activities and services were initially provided through the Resource Family Approval unit in an on-call status starting in March 2021 and transferred to a contracted provider for the continuation of services in July 2021.

## **LINKAGES 2.0**

Since the passage of federal TANF (Temporary Assistance to Needy Families) legislation, with the vision that poverty is a risk factor for child abuse and neglect with the fact of the intersection between poverty and child maltreatment, California began exploring solutions and designing Linkages to support families served by CalWORKs and Child Welfare systems. Different from Linkages focusing on mutual cases only, Linkages 2.0 is improved to expand the concept of the linkage to also serve vulnerable families that are at risk of entering the systems. In addition, Linkages 2.0 align with a prevention framework and emphasizes prevention as a key component for families' support and children's safety.

In June 2022, San Mateo County CFS and Employment Services opted-in to the Linkages 2.0 program. A planning team was established to provide strategic direction and program implementation support. By 2023, through utilizing intake and screening tools and protocols, San Mateo County will identify eligible families for participating in Linkages 2.0 and will develop coordinated case plans to enable Linkages families to access benefits, leverage resources, and align case plan goals across CalWORKs and Child Welfare.

## **INTEGRATED CORE PRACTICE MODEL (ICPM)**

The Integrated Core Practice Model (ICPM) is a Statewide program outlining the practices, principles, and behaviors that inform the way in which child welfare work is conducted. Elements of the California ICPM include:

- Shared values
- Core Service Components, and
- Standards of Practice

ICPM was launched and implemented in CFS in 2020. In 2022, CFS moved from implementation to integration and shifted into an ICPM Integration Task Force. The ICPM Task Force serves as an

oversight body ensuring the principles of ICPM are reflected in CFS policies, practices, and initiatives.

### **SAFETY ORGANIZED PRACTICE (SOP)**

Nested within the ICPM is a series of practice tools called Safety Organized Practice (SOP). With the successful completion of the first year of SOP training in FY 21-22, the second set of tool training will be delivered to four cohorts beginning in September 2022 and ending in June 2023. In addition, a fifth cohort will start the series beginning in August 2022 and ending in May 2023. Subsequent tool training will be offered next year in SOP Year 3 (2023-2024).

### **FAMILIES FIRST PREVENTION SERVICES ACT (FFPSA)**

Child welfare intends to participate in the Families First Prevention Services Act (FFPSA) and is in the initial planning phase. This initiative will allow for expansion in San Mateo County in relation to primary, secondary, and tertiary prevention services. The Comprehensive Prevention Plan is due to the State in July 2023.

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## Probation Initiatives

### CONTINUUM OF CARE REFORM (CCR)/RESOURCE FAMILY APPROVAL (RFA)

The San Mateo County Probation Department has begun training staff and working with CFS regarding CCR, CFT, and RFA. The Probation Department also appointed a Deputy Chief to work closely with CFS and take the lead on creating the CCR protocol for the department. The Probation Department and CFS have created an RFA Comprehensive Implementation Plan that includes step-by-step guidelines indicating who is responsible for each piece of the RFA Process. The Probation Department has sent employees to specific probation-focused training for RFA and CFT facilitation.

### JUVENILE JUSTICE COORDINATING COUNCIL: LOCAL ACTION PLAN

The Probation Department receives funding from the Juvenile Justice Crime Prevention Act which requires the Juvenile Justice Coordinating Council (JJCC) to periodically develop, review, and update a comprehensive local action plan (LAP). The LAP documents the condition of the local Juvenile Justice System and outlines proposed efforts to fill identified service gaps for youth and their families. In June 2015, the JJCC and Applied Survey Research launched the planning process for this LAP. Current gaps in resources in the community were identified by three primary methods: key informant interviews (KII), focus groups, and a community survey completed by staff at community-based organizations. Applied Survey Research used information gleaned through these methods to identify common needs in the community. In total, five areas were highlighted by the community as needs for youth and their families: Behavioral Health including mental health, substance use, and being trauma-informed, Effects of Poverty on Youth including parental monitoring and vocational training, Cultural Responsiveness and Sensitivity, Additional Programs and Services including gang prevention and intervention, mentoring and re-entry, and Family and Community Engagement.

Probation has discussed the possibility of CFS assuming responsibility to provide services for probation youth in foster care. Unfortunately, CFS has not had the capacity in its workforce to provide services for these additional youths. CFS has agreed to work with Probation on WIC 241.1 dual-jurisdictional youth. Fortunately, due to the low numbers of probation youth in out-of-home placement, the number of Probation youth who become non-minor dependents has remained low.

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## Attachment A: 5- Year SIP Chart

Child Welfare
<p><b>Priority Outcome Measure or Systemic Factor:</b> Staff Training</p> <p><b>National Standard:</b> N/A</p> <p><b>CSA Baseline Performance:</b> Turnover rate: 24%</p> <p><b>Target Improvement Goal:</b> 15%</p> <p><b>Target Improvement Goal Annual Breakdown:</b></p> <p>Year 1: Develop evaluation metrics and baselines that measure the impact of training and development of staff on employee retention and turnover. Develop a targeted staff recruitment plan. Establish standardized staff engagement and listening channels.</p> <p>Year 2: Create a succession and staff development plan to retain an excellent workforce.</p> <p>Year 3: Develop additional support for staff to promote retention.</p> <p>Year 4: Evaluate impact of training and development efforts on staff turnover using evaluation metrics developed in year one.</p>

Child Welfare
<p><b>Priority Outcome Measure or Systemic Factor:</b> Quality Assurance</p> <p><b>National Standard:</b> N/A</p> <p><b>CSA Baseline Performance:</b> N/A</p> <p><b>Target Improvement Goal:</b> Implement and ensure the fidelity to Safety Organized Practice (SOP)</p> <p><b>Target Improvement Goal Annual Breakdown:</b></p> <p>Year 1: Implement the Harm and Danger (H&amp;D) statement in screener narratives to include training staff, legal and system partners, reviewing and updating the policy to include SOP expectations</p> <p>Year 2: Develop the infrastructure for the Case Record Review (CRR). Begin foundational steps such as training and policy development</p> <p>Year 3: Relaunch the Case Record Review (CRR) process; Implement coaching the staff to support fidelity of SOP</p> <p>Year 4: Collect and analyze the qualitative data from the CRR and evaluate the fidelity of SOP within the CFS</p>



### Child Welfare

**Priority Outcome Measure or Systemic Factor:** Quality Assurance

**National Standard:** N/A

**CSA Baseline Performance:** N/A

**Target Improvement Goal:** Increase all staff utilization of SafeMeasures®

**Target Improvement Goal Annual Breakdown:**

Year 1: Review and revise policies and practices related to SafeMeasures® utilization. Identify priority outcome areas (including baselines) for monitoring using SafeMeasures®. Establish baseline of SafeMeasures® system access (audit report)

Year 2: Provide SafeMeasures® trainings and all level of staff, and provide overview of the California Child Welfare Indicators Project (CCWIP) to all level of staff

Year 3: Design and implement the feedback loop between staff and the management team

Year 4: Evaluate baseline data to current comparison data

### Probation

**Priority Outcome Measure or Systemic Factor:** Systemic Factor: Staff and Provider Training

**National Standard:** N/A

**CSA Baseline Performance:** N/A

**Current Performance:** N/A

**Target Improvement Goal:**

Year 1: Establish systems for tracking and monitoring staff training and establish baseline data. Identify targets for Year 2.

Year 2: Workgroup to evaluate baseline data and establish targets for Year 3 and Year 4.

Year 3: Workgroup to evaluate policies and procedures, and core practices for diversion.

Year 4: Workgroup continued evaluation of performance data and policies and procedures.

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<b>CWS Strategy 1:</b> Design targeted recruitment activities and develop <b>training and support for new and existing workforce</b> and incorporate ICPM principles to improve recruitment and retention	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Systemic Factor: Staff Training <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Establish standardized staff engagement and listening channels to embed staff perspectives in policy decisions, new practices implementation, and other key initiatives.	March 2023	March 2025	Central Region Manager (Implementation Lead) , Staff Development Manager and ICPM Task Force
B. Design targeted recruitment activities to recruit new talent and increase outreach opportunities such as: creating job experience videos; creation of a Social Worker Speaker’s Bureau; regularly scheduled social media outreach; updated job announcements to include ICPM language; targeted job boards for hard to fill positions.	April 2023	April 2025 Ongoing	Administrative Services Manager and Staff Development Manager
C. Develop additional support for staff to promote retention such as: expanding coaching opportunities for staff beyond SOP; implementation of staff mentorship/”buddy” program; explore new methods to address secondary trauma and implement solutions.	April 2024	April 2026	Central Region Manager (Implementation Lead) and Staff Development Manager
D. Create a succession plan that includes opportunities to build on leadership skills and competencies and increase exposure to leadership roles to retain an excellent workforce.	April 2025	April 2026	Administrative Services Manager and Staff Development Manager
E. Evaluate the Strategy via monitoring changes in turnover rate, stay interviews, and Employee Engagement Surveys. Stay interviews will be conducted with new employees on their third and sixth months of employment with the agency. The qualitative data collected will be utilized to evaluate the implemented retention efforts. The management team will review both the quantitative and qualitative data to assess the success of retention strategies on a quarterly basis	April 2026	April 2027	Administrative Services Manager and Management Analyst

<b>CWS Strategy 2:</b> Re-launch a more in-depth case record review process and utilize the process to evaluate the fidelity of SOP	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Systemic Factor: Quality Assurance System <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Develop the infrastructure for the Case Record Review (CRR). Begin foundational steps such as training and policy development.	October 2023	May 2024	Central Region Manager (Implementation Manger) and Staff Development Staff Development Team Policy Analyst)
B. Relaunch the Case Record Review (CRR)	June 2024	Ongoing after June 2024	Central Region Manager (Implementation Manger) and Staff Development
C. Collect and analyze the qualitative data from the CRR and evaluate the fidelity of SOP within the CFS. Possible targets could include: <ul style="list-style-type: none"> <li>a. # of SOP tools used by social workers on the case (Mapping, Circles of Safety, Three Houses, etc.)</li> <li>b. Use of Harm and Danger statements, consistent through life of the case</li> <li>c. Behaviorally-based case plans</li> </ul>	July 2024	Ongoing until March 2027	Central Region Manager (Implementation Manger) and Staff Development
D. Qualitative evaluation will be conducted measuring the level of social work practice demonstrated and documented in the file against pre-determined levels of best practices.	June 2025	December 2025	Central Region Manager (Implementation Manger) and Staff Development
E. To integrate staff feedback, following the qualitative evaluation outlined in step D, workgroups can be convened with management and line staff to develop possible process and policy improvements in response to data gathered during the reviews.	January 2026	January 2027	Central Region Manager (Implementation Manger) and Staff Development

<b>CWS Strategy 3:</b> Implement an effective feedback loop using reflective practices to guide decision-making and enhance communication across the agency.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Systemic Factor: Quality Assurance System <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Advancing California’s Trauma –Informed Systems (ACTS) will provide reflective supervision training and coaching with a focus on leadership positions and ongoing practice in one-to-supervision and group meetings. Reflective practice training will be offered to all staff. Champions Team serves as advisory and oversight of reflective supervision.	July 2023	March 2024 ongoing	Clinical Manager Staff Development
B. Build capacity in the use of data and research to track performance and integrate best practices to improve outcomes by sharing overview and reports of the California Child Welfare Indicators Project (CCWIP) with all levels of staff in a way that quantifies the impact of work at all levels.	December 2023	March 2024 ongoing	Staff Development Data Analyst
C. Maximize utilization of the SafeMeasures® platform through opportunities such as: reviewing and revising existing policies and practices, providing related trainings to all levels of staff, and evaluating SafeMeasures® utilization and practice fidelity to revised CFS policies.	June 2024	December 2024 on-going	Central Region Manager (Implementation Lead) Staff Development
D. SafeMeasures has a utilization report which will be monitored by CFS management. San Mateo reports applicable to individual supervisor and managers will be reviewed in one-to-one supervisions and in group. Reporting Analyst will present county data quarterly to CFS management and leadership.	July 2024	January 2025 ongoing	Administrative Services Manager

<b>Probation Strategy 1:</b> Support Full Implementation of Diversion Program – Promote an integrated set of staff training activities to maintain the gains of youth being diverted from out-of-home placement.	1. CAPIT 2. CBCAP 3. PSSF  <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Staff and Provider Training <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Internal Workgroup will meet quarterly to review and monitor the success of this strategy.	November 2023	January 2028	Probation Services Manager Assistant Deputy Chief Management Analyst
B. Establish policies & procedures to support the implementation of core diversion practices.	January 2024	March 2026	Probation Services Manager Assistant Deputy Chief
C. Implement the Ohio Youth Assessment System (OYAS) tool and train DPOs on proper protocol and use of the tool.	January 2024	January 2028	Probation Services Manager Assistant Deputy Chief
D. Track and monitor strategy to ensure proper implementation, create baseline data, and monitor performance.	January 2024	January 2028	Probation Services Manager Management Analyst
E. Meet with Behavioral Health & Recovery Services (BHRS), quarterly to discuss referrals tracking and monitoring.	Yearly in January, April, July and October	January 2028	Assistant Deputy Chief Management Analyst
F. Provide ongoing training for DPOs on proper protocol, use of referral forms, and new laws governing foster care youth.	January 2024	January 2028	Probation Services Manager

CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Attachment B

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(1) DATE SUBMITTED: \_\_\_\_\_ (2) DATES FOR THIS WORKBOOK \_\_\_\_\_ thru \_\_\_\_\_

(3) DATE APPROVED BY OCAP \_\_\_\_\_

(4) COUNTY: San Mateo (5) PERIOD OF SIP: 3/5/28 (6) YEARS: 5  
3/6/23 thru

Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):	<b>CAPIT:</b> \$ 200,885	<b>CBCAP:</b> \$47,851	<b>PSSF:</b> \$367,215
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No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount to be spent on PSSP activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	Dollar amount from other sources	List the name(s) of the other funding source(s)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Behavior Health/Parent education	Direct Services	Family Connections		\$220,000		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$220,000

2	Behavior Health/Parent Education		Star Vista		\$50,885	\$47,851	\$106,983	\$106,983	\$0	\$0	\$213,966	\$67,298	AB2994	\$380,000
3	CAPC Administration		Human Services Agency		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,960	AB2994	\$32,960
4	Adoptions Education Support		Human Services Agency		\$0	\$0	\$0	\$0	\$74,000	\$0	\$74,000	\$0		\$74,000
5	Family Reunification Support Transportation		Human Services Agency		\$0	\$0	\$0	\$0	\$0	\$76,625	\$76,625	\$0		\$76,625
6					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
7					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
8					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
9					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
10					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
11					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
12					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
13					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
14					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
15					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
<b>Totals</b>					<b>\$270,885</b>	<b>\$47,851</b>	<b>\$106,983</b>	<b>\$106,983</b>	<b>\$74,000</b>	<b>\$76,625</b>	<b>\$364,591</b>	<b>\$100,258</b>		<b>\$783,585</b>
							29%	29%	20%	21%	100%			

Rev. 9/2013

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## Attachment C: CAPIT/CBCAP/PSF Program Evaluation Description

### PROGRAM DESCRIPTION

**Program Name:** Parent Education - Early Childhood Education and School-Based (lines one and two of CAPIT/CBCAP/PSSF Expenditure Workbook)

**Service Provider:** Family Connections and StarVista

**Program Description:** The Parent Education program focuses on enhancing parenting practices and behaviors, such as developing and practicing positive discipline techniques, learning age-appropriate child development skills and milestones, promoting positive play and interaction between parents and children, and locating and accessing community services and supports. Programs must be rated as “supported” or greater, have high child welfare relevance, be on the California Evidence-Based Clearinghouse (CBEC) for Child Welfare, and be available in Spanish and English.

**Funding Sources:**

Source	List Funded Activities
CBCAP	Parent Education
CAPIT	Parent Education
PSSF – Family Preservation	Parent Education

**Identify Priority Need Outlined in CSA:** Increase investment in prevention programs that are showing promise such as parenting. This information can be found in the CSA on pages 178 – 179.

**Target Population:** Emphasis will be on supporting parent preschool and/or school-aged children, who are not already engaged with school-based community services through Children and Family Resources Centers.

**Target Geographic Area:** East Palo Alto, Redwood City, San Mateo, Daly City, San Bruno, South San Francisco

**Timeline:** Children and Family Services released a Request for Proposals in Spring, 2023 with services to begin July 1, 2023, for a three-year term with a one-time option to extend for two years.

# EVALUATION

## Program Outcome(s) and Measurement:

Desired Outcome	Indicator	Sources of Measure	Frequency
Parents will experience increased knowledge related to parenting skills and techniques, thereby keeping children in their homes safely.	80% Parents will demonstrate improvement in overall parenting skills.	Protective Factor Survey Assessment	Upon intake and graduation, or as required by the Parent Education modality.

## Quality Assurance (QA) Monitoring:

The provider (s) will submit quarterly reports that include service delivery methods, progress toward achieving desired outcomes, and tracking of participant rates. The provider will be expected to provide information on how participants are tracked under the funding source(s) as part of the quarterly report. CFS Prevention Program Manager will review the quarterly reports and will reinstate annual site visits to conduct monitoring. Any issues identified regarding program performance will be addressed appropriately which may include but not be limited to technical assistance, and reevaluation of targets and/or processes.

## Client Satisfaction:

Client satisfaction will be assessed by way of an electronic survey which will be distributed by the provider to participants on a quarterly basis. CFS will work with the provider on the development and approval of the satisfaction survey and data will be reported by the provider quarterly. CFS may choose to conduct client interviews as part of the client satisfaction assessment.

## PROGRAM DESCRIPTION

**Program Name:** Behavioral Health – Child and Family Services (line two of CAPIT/CBCAP/PSSF Expenditure Workbook)

**Service Provider:** StarVista and Family Connections

**Program Description:** Clinical Support Services program aims to prevent families from entering the child welfare system by having their needs addressed. Families and children that are at risk of entry into the child welfare system can receive case management and short-term therapeutic/clinical services. Services for children may include evidence-informed therapeutic recreational activities. The provider will partner with parents and child/adolescent in case planning to assess any existing risk factors in their family systems and then develop individualized treatment plans.

**Funding Sources:**

Source	List Funded Activities
CBCAP	Case Management, Short-Term Clinical Services, Recreational Activities
CAPIT	Case Management, Short-Term Clinical Services, Recreational Activities
PSSF – Family Preservation	Case Management, Short-Term Clinical Services, Recreational Activities
PSSF – Family Support	Case Management, Short-Term Clinical Services, Recreational Activities

**Identify Priority Need Outlined in CSA:** Mental Health Services; Targeted Mental Health Services for Children. This information can be found in the CSA on pages 178 – 179.

**Target Population:** Parents and Children

**Target Geographic Area:** East Palo Alto, Redwood City, San Mateo, Daly City, South San Francisco

**Timeline:** Children and Family Services released a Request for Proposals in Spring 2023 with services to begin July 1, 2023, for a three-year term with a one-time option to extend for two years.

## EVALUATION

**Program Outcome(s) and Measurement:**

Desired Outcome	Indicator	Sources of Measure	Frequency
Parents and children will have their mental health needs met.	80% Families and children with treatment plans will demonstrate improvement in two areas of concern as shown by the attainment of treatment plan goal(s).	Provider’s reassessment based on clinician’s psychosocial assessment and treatment/service plan as well as using PSC-35 and Protective Factors Survey	Upon attainment of treatment plan goal(s) or case closure.

**Quality Assurance (QA) Monitoring:**

The provider (s) will submit quarterly reports that include service delivery methods, progress toward achieving desired outcomes, and tracking of participant rates. The provider will be expected to provide information on how participants are tracked under the funding source(s) as part of the quarterly report. CFS Prevention Program Manager will review the quarterly reports and will reinstate annual site visits to conduct monitoring. Any issues identified regarding program performance will be addressed appropriately which may include but not be limited to technical assistance, and reevaluation of targets and/or processes.

**Client Satisfaction:**

Client satisfaction will be assessed by way of an electronic survey which will be distributed by the provider to participants quarterly. CFS will work with the provider on the development and approval of the satisfaction survey and data will be reported by the provider quarterly. CFS may choose to conduct client interviews as part of the client satisfaction assessment.

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# PROGRAM DESCRIPTION

**Program Name:** Adoption Support and Therapy Program (line four of CAPIT/CBCAP/PSSF Expenditure Workbook)

**Service Provider:** Children and Family Services Clinical Services Unit

**Program Description:** The Adoptions Unit provides a variety of services including arranging fost/adopt placements, administering the Adoption Assistance Program and providing post adoption services.

Adoption Promotion and Support Funds will be used to provide access to counseling and therapeutic services for adoptive children and the family throughout the adoption process. A therapist who specializes in adoptions issues will be available to all children and families during pre and post adoption services, however post adoption is the focus. The program aims to help children and families prepare for the transition from foster care to successful adoption and then they remain with the same therapist post adoption. By providing this specialized service, adoptive families are better prepared to address any post-adoption issues, which will help to minimize disruptions and stabilize the family unit. The program differs from standard foster-care therapeutic services which tend to focus on the child and the child’s behavioral issues.

Source	List Funded Activities
PSSF Adoption Promotion and Support	Parent support/individual and family counseling

**Identify Priority Need Outlined in CSA:** Parent education and support services; services in the community to preserve family stability. This information can be found in the CSA on pages 176 – 177.

**Target Population:** San Mateo County dependent children/youth (0 to 21) and families served by the Adoptions Unit who are/may be experiencing the transition from foster care to adoption.

**Target Geographic Area:** San Mateo County and immediate surrounding counties. Many, but not all families, reside in San Mateo County.

**Timeline:** This program is active, and we are planning to add an Adoptions Therapy program starting July 1, 2024, through June 20, 2028.

## EVALUATION

Program Outcome(s) and Measurement:

Desired Outcome	Indicator	Sources of Measure	Frequency
Adoptive Parents will experience an increase in knowledge of parenting and child development specific to the needs of adopted children.	80% of Parents will report increased skills in effectively coping/dealing with family issues	Pre and Post service assessment/survey to be determined by service provider. May consider Protective Factors Survey.	Upon completion of services

**Quality Assurance (QA) Monitoring:**

The provider (s) will submit quarterly reports that include service delivery methods, progress toward achieving desired outcomes, and tracking of participant rates. The provider will be expected to provide information on how participants are tracked under the funding source(s) as part of the quarterly report. CFS Adoptions Program Manager will review the quarterly reports. Any issues identified regarding program performance will be addressed appropriately which may include but not be limited to technical assistance, and reevaluation of targets and/or processes.

**Client Satisfaction:**

Client satisfaction will be assessed by way of a survey which will be distributed by the provider to participants after each workshop/session. Survey data will be reviewed by CFS, and problem areas will be addressed by CFS and/or provider staff to resolve issues. CFS may choose to conduct participant interviews as part of the client satisfaction assessment.

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## PROGRAM DESCRIPTION

**Program Name:** Family Reunification – Transportation Services (line five of CAPIT/CBCAP/PSSF Expenditure Workbook)

**Service Provider:** San Mateo County, Human Services Agency, Children and Family Services

**Program Description:** The goal of the Family Reunification – Transportation Services program is to support the reunification of families whose children have been placed in out-of-home care with a court-approved goal of reunification. Under this program, funds are utilized to provide children and parents transportation to various family reunification activities including court proceedings, therapy, and visitation. This service helps to engage and support families in the reunification process.

Source	List Funded Activities
PSSF Time-Limited Family Reunification	Transportation Services

**Identify Priority Need Outlined in CSA:** Parent education and support services; services in the community to preserve family stability. This information can be found in the CSA on pages 176 – 177.

**Target Population:** Parents and children who have an open child welfare court case plan and are receiving family reunification services.

**Target Geographic Area:** San Mateo County (may extend outside of San Mateo County based on the child’s placement or where the family member(s) reside).

**Timeline:** This program is active, is expected to continue through June 30, 2028.

## EVALUATION

**Program Outcome(s) and Measurement:**

Desired Outcome	Indicator	Sources of Measure	Frequency
Families will receive concrete support by means of receiving transportation services for appointments, visits, court hearings, etc. which will support the reunification process.	80% of families will report concrete support of transportation was beneficial to reunification goals	In house survey measuring transportation service	Annually



**Quality Assurance (QA) Monitoring:**

Children and Family services will receive monthly reports of services provided from Central Support Transportation Services.

**Client Satisfaction:**

Client satisfaction will be assessed by way of a survey to social workers and clients whose families received transportation services on an annual basis. Surveys data will be reviewed by San Mateo County Children & Family Services and problem areas will be addressed to resolve issues. CFS may choose to conduct participant interviews as part of the client satisfaction assessment.

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**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES FOR SAN  
MATEO COUNTY**

**PERIOD OF PLAN (MM/DD/YY): 3/6/2023 THROUGH (MM/DD/YY) 3/5/2028**

**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates [Human Services Agency](#) as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates [Human Services Agency](#) as the local welfare department to administer PSSF.

**FUNDING ASSURANCES**

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

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

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

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

County Board of Supervisors Authorized Signature	Date
Print Name	Title

<sup>1</sup> Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at:

<http://www.cdsscounties.ca.gov/OCAP/>

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