

# California - Child and Family Services Review

## San Mateo System Improvement Plan

March 5, 2018 – March 5, 2023



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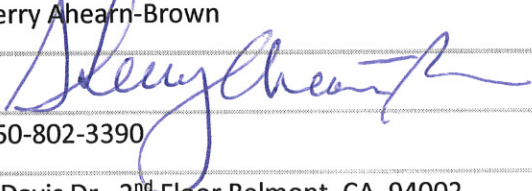
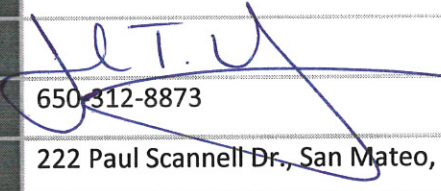
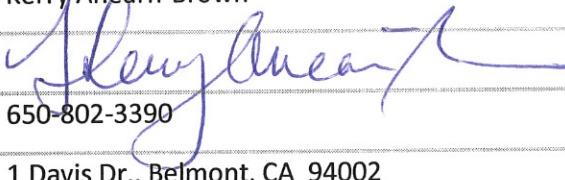
# California – Child and Family Services Review Signature Sheet

For submittal of:

CSA ☐

SIP ☒

Progress Report ☐

County	San Mateo
CSA Period Dates	October 5, 2012 – October 5, 2017
Outcome Data Period	Q3 2016
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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 is to help states achieve consistent improvement in child welfare services' delivery and outcomes essential to safety, permanency and well-being of children and their families.

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

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the state legislature in 2001. As a state-county partnership, this accountability system is an enhanced version of the federal CFSR. Assembly Bill 636 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 C-CFSR includes a County Self-Assessment (CSA), as well as the System Improvement Plan (SIP). The CSA is a comprehensive review of the county demographics, child maltreatment indicators, staffing, stakeholders' participation and both quantitative (outcomes) and qualitative (peer review) assessment of the county's performance. The results of the CSA support the development of the SIP for the next five-year cycle, which establishes measurable goals for system improvement and strategies for achieving those goals within established timeframes. The C-CFSR process also includes ongoing monitoring of system improvement efforts using quarterly data reports of data extracted from the Child Welfare Services/Case Management System (CWS/CMS) and regular evaluations of the selected strategies.

### County Self-Assessment (CSA)

The CSA is a comprehensive review of each county's Child Welfare Services and affords an opportunity for the quantitative analysis of child welfare data. Embedded in the CSA process is the Peer Review, formerly known as the Peer Quality Case Review (PQCR). The Peer Review is intended to provide counties with issue-specific, qualitative information gathered by outside peer experts. Information garnered through intensive caseworker interviews and focus groups helps to illuminate areas of program strength, as well as those in which improvement is needed. In May 2017, San Mateo County completed its fourth Peer Review.

Though San Mateo County Child and Family Services and the San Mateo County Probation Department retain overall accountability for conducting and completing the CSA, the process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and juvenile probation services provided within the county. The CSA is developed every five years by the lead agencies in

coordination with their local community and prevention partners, whose fundamental responsibilities align with San Mateo County’s view of a continual system of improvement and accountability, creating a multidisciplinary needs assessment. Largely, information gathered from the CSA serves as the foundation for the County SIP.

## **System Improvement Plan (SIP)**

Incorporating data collected through the CSA, the final component of the C-CSFR is the SIP. The SIP is the operational agreement between the county and state, outlining how the county will improve services within their system to provide better outcomes impacting the lives of children, youth, and their families. The SIP includes specific action steps, timeframes, and improvement targets and is approved by the county Board of Supervisors (BOS) and the California Department of Social Services (CDSS). The plan is a commitment to specific measurable improvements in performance outcomes the county will achieve within a defined timeframe including prevention strategies.

The decision-making process to develop the San Mateo County OCAP funding has been successfully integrated into local prevention and family support resources and activities. The planning, selection, and coordinating of services for families and children is a rigorous process involving extensive Requests for Proposals, and Board of Supervisors oversight. The information from the County Self-Assessment, in addition to CFS leadership team analysis of priority needs in the community will inform the next RFP due to be released in December 2018.

Counties, in partnership with the state, utilize quarterly data reports to track progress. The process is a continuous cycle and the county systematically attempts to improve outcomes. There is an Annual SIP Progress Report which becomes one mechanism through which counties report on progress toward meeting agreed upon improvement goals. San Mateo County’s C-CFSR cycle is March 5, 2018 through March 5, 2023.

## **Quarterly Data Reports**

The 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 performance over time. Data are used to inform and guide both the assessment and planning processes, and are used to analyze policies and procedures. This level of evaluation allows for a systematic assessment of program strengths and limitations in order 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 through data 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 notion 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.

## **San Mateo County Shared Vision**

San Mateo County Shared Vision 2025 reflects the goals and priorities for the San Mateo County community expressed during a series of public meetings and surveys. The five “community outcomes” — healthy, livable, prosperous, environmentally conscious and collaborative — provide a foundation for



sound decision-making.<sup>1</sup> Focusing on the Shared Vision 2025 goals and priorities places an emphasis on what's best for all of San Mateo County today and in the years to come.

## HEALTHY COMMUNITY

Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

## PROSPEROUS COMMUNITY

Our economic strategy fosters innovation in all sectors, creates jobs, and builds community and educational opportunities for all residents.

## LIVABLE COMMUNITY

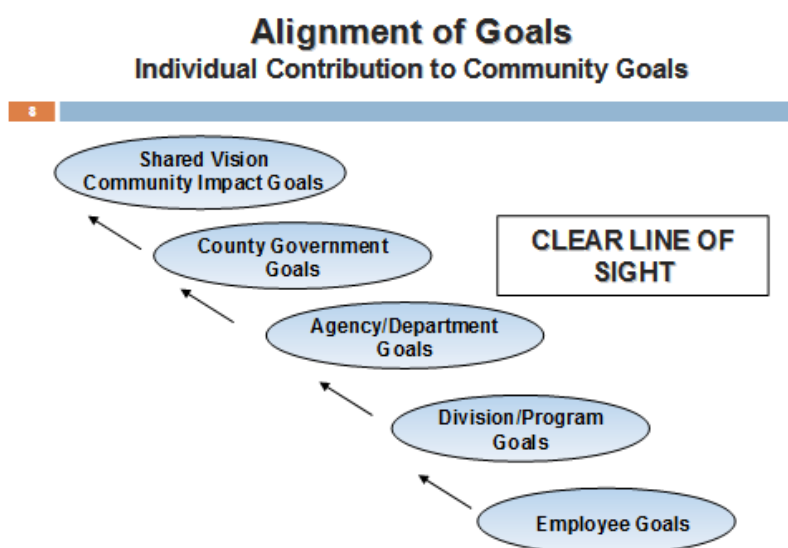
Our growth occurs near transit, promotes affordable, livable connected communities.

## ENVIRONMENTALLY CONSCIOUS COMMUNITY

Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

## COLLABORATIVE COMMUNITY

Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Shared Vision 2025 creates a clear line of sight connecting individual contributions to the most important goals in the community. The County Manager’s Office continues to work together with departments to foster a performance management culture that:

<sup>1</sup> <http://bos.smcgov.org/shared-vision-2025>

- A. Aligns employee goals with Shared Vision 2025 community impact goals;
- B. Measures outcomes and the most productive use of public resources;
- C. Uses evidence and data to make better operational and strategic decisions;
- D. Engages employees and other stakeholders to continuously improve performance; and
- E. Uses benchmarks to compare performance and learn from peers in other organizations.

## SIP Narrative

### C-CFSR Team

The County C-CFSR Team drives the C-CFSR process at the local county level, beginning with the CSA, and is made up of key participants including staff from Children and Family Services (CFS), Probation and the CDSS, both the Children's Services Outcomes and Accountability Bureau (CSOAB) and the Office of the Child Abuse Prevention (OCAP). The Core Team met regularly, at a minimum of one time per month from January 2017 through June 2017 and more frequently for the planning of the Peer Review and Stakeholder/Focus Groups.

### Core Representatives

The Core Team members for the San Mateo County CSA consisted of staff from CFS, Probation and the CDSS. During the CSA planning process, the Core Team met regularly and provided analysis of some of the outcome indicators explored in this CSA. The Core Team also analyzed services currently provided in the community, gaps in services, and other service needs in preparation for the CSA process, which includes the Peer Review. Ultimately, the Core Team is responsible for planning and completing the CSA, SIP, and the Annual SIP Progress Report. Following are Core Team members and their related responsibilities:

2017 Core County Self-Assessment Workgroup			
Name	Job Title	Agency/Department	Participation Requirement
Bernadette Wood	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Brandy Harris	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Carly Kohler	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Catherine Whisman	Deputy Probation Officer	Juvenile Probation	Core Requirement
Christine Perry	Consultant	Shared Vision Consultants	No Requirement
Christine Villanis	Deputy Chief	Juvenile Probation	Core Requirement
Coralia Molina	Probation Services Manager I	Juvenile Probation	Core Requirement
Daniella Tobey	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Debra Pomeroy	Human Services Analyst	Human Services Agency, Children and Family Services	No Requirement
Donna M. Wocher	Human Services Manager	Human Services Agency, Children and Family Services	Core Requirement
Emma Gonzalez	Human Services Supervisor	Human Services Agency, Children and Family Services	Core Requirement
Freda Cobb	Management Analyst	Human Services Agency, Children and Family Services	Core Requirement

Jan Viss	Consultant	Shared Vision Consultants	No Requirement
Jennifer Bui	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
John T. Keene	Chief Probation Officer	Juvenile Probation	Core Requirement
Knar Kahkejian	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Korena Hazen	Agency Liaison	California Department of Social Services (CDSS)	Core Requirement
Lisa Molinar	Consultant	Shared Vision Consultants	No Requirement
Loc Nguyen	CFS Director	Human Services Agency	Core Requirement
Melanie Stauffer	Probation Services Manager	Juvenile Probation	Core Requirement
Michelle Mendez	Management Analyst	Juvenile Probation	Core Requirement
Natasha Bourbonnais	Human Services Manager	Human Services Agency, Children and Family Services	Core Requirement
Raysean Ford	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Roe Kessler	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Ruth Laya	Juvenile Division Director	Juvenile Probation	Core Requirement
Sandy Wong	Deputy Probation Officer	Juvenile Probation	Core Requirement
Sarah Smith	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Sharon Stone	Children's Services Social Worker	Human Services Agency, Children and Family Services	Core Requirement
Vielka McCarthy	Juvenile Division Director	Juvenile Probation	Core Requirement
William Barries	Deputy Probation Officer	Juvenile Probation	Core Requirement
Yanitxa Albino	Human Services Analyst	Human Services Agency, Children and Family Services	No Requirement

In addition to the Core Team, C-CFSR mandated participants and other agencies/community organizations which provide services to children and families of San Mateo County were invited to participate. The following Stakeholders participated in the CSA process:

## Stakeholder Representatives

2017 Stakeholder Participation	
Name	Agency/Department
Amanda Freeman	Rape Trauma Services
Ben Loewy	San Mateo County Office of Education
Carrie Fleig	California Department of Social Services OCAP
Doug Fong	San Mateo County Behavioral Health and Recovery Services
Jenee Littrell	San Mateo County Office of Education
Jennifer Dodd	Institute for Human and Social Development
Jennifer Fan	Edgewood Center
Lorena Alcayaqa	Family Connections
Lizelle Lirio de Luna	San Mateo County Health System, Family Health Services
Martha Bastarrachea	CASA of San Mateo County
Martha Villavicencio	Edgewood Center
Michaela Woodward	Daly City Peninsula Partnership Collaborative
Miriam Yupanqui	Family Connections
Patricia Bohm	Daly City Peninsula Partnership Collaborative
Scarlett Abuslin	Edgewood Center
Suzanne Aubry	San Mateo County Behavioral Health and Recovery Services
Thomasina Russaw	Peninsula Conflict Resolution Center

All required stakeholders were able to participate in stakeholder meetings.

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

Strategies represented in the SIP Chart (Attachment A) are consistent with the needs identified in the CSA. San Mateo County CFS has chosen to focus on federal outcomes P-4 Re-entry into foster care within 12 months and P-5 Placement Stability. San Mateo County Probation has chosen to focus on P-1 Permanency within 12 months.

### CHILD WELFARE - STRATEGY #1: RECRUIT AN EXCELLENT WORKFORCE

Recruit, develop, and retain an excellent workforce.

## **Purpose/Rationale**

As indicated in San Mateo County's CSA, there has been a high rate of social worker turnover in child welfare. This turnover has had a negative impact on practice. The Peer Review (PR) drew attention to the fact that a number of social workers who were interviewed for the PR had only been assigned to a case for a short period of time and were not familiar with the history of the case.

The purpose of this strategy is to create an organizational structure which will recruit an excellent workforce and, as a result of these efforts, social worker turnover will be reduced. This will thereby increase social work expertise in serving our children and families.

Not surprisingly, the consequences of high turnover and inexperienced, unprepared staff are significant; impacting children and families, as well as creating cost to the agency. Studies reveal high social worker turnover is linked to delays in timeliness of investigation, reduced frequency of worker visits with children, and the reduction in the percentage of children achieving permanency. In a 2003 Report to Congress, the United States General Accounting Office found high turnover rates and staffing shortages leave remaining staff with insufficient time to conduct the types of home visits necessary to assess children's safety and to make well-supported decisions to ensure a safe and stable permanent placement. It also found large caseloads and social worker turnover delay the timeliness of investigations and limit the frequency of social worker visits with children.<sup>2</sup>

The consequences of social worker turnover can also be costly to the organization. A recent study issued by the Sunset Advisory Commission (2014)<sup>3</sup> on behalf of the Texas State Legislature found for each caseworker leaving the child welfare agency it cost the state an estimated \$54,000.

In a study by the Institute for the Advancement of Social Work Research<sup>4</sup>, the organizational factors that can impact retention and turnover include:

- Better salary
- Supervisory support
- Reasonable workload
- Co-worker support
- Opportunities for advancement
- Organizational commitment and valuing of employees.

It is hoped the provided action steps in this strategy as well as other measures will lead to a strong and stable workforce, thereby enhancing permanency for children and reducing re-entry into foster care.

## **Action Steps**

As a first step, the agency will assess the Human Resources recruitment and hiring process for social workers in San Mateo County CFS. Based on that analysis and assessment, the agency will develop a Recruitment Improvement Plan. Following the plan development, the agency, in partnership with Human Resources, will implement the Recruitment Improvement Plan. On a biannual basis, the CFS Management

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<sup>2</sup> GAO-03-357 Child Welfare Staff Recruitment and Retention

<sup>3</sup> Sunset Advisory Commission. (2014). Department of Family and Protective Services Staff Report with Decision Material Summary. Texas

<sup>4</sup> Institute for the Advancement of Social Work Research. (2005). Factors Influencing Retention of Child Welfare Staff: A Systematic Review of Research. Washington D.C.



Team will review the progress on the Recruitment Improvement Plan to determine if any hiring practices will need to be updated. This review will be conducted on an ongoing basis.

CFS Management will then review the County Workforce Succession Annual Report every year and in partnership with Human Resources will adjust the Recruitment Improvement Plan.

### **Evaluation**

The agency will utilize the County Workforce Succession Annual Report to identify trends, review findings, and identify next steps. On a monthly basis, the management and supervisor teams will review reports from Human Resources and/or Fiscal to assess vacancy rates across all programs.

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

At this time there are no additional systemic changes needed.

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

There is no additional education or training needed to achieve this goal.

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

In order to achieve this goal CFS will be partnering closely with the agency's Human Resources department as well as the Fiscal department to track and monitor recruitment of social work staff.

### **Technical Assistance**

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

## **CHILD WELFARE - STRATEGY #2: DEVELOP AND RETAIN AN EXCELLENT WORKFORCE**

Recruit, develop, and retain an excellent workforce.

### **Purpose/Rationale**

As stated above, high rate of social worker turnover in child welfare has affected our outcomes. This Strategy is designed to build upon Strategy #1. In addition to the turnover, input from stakeholders and focus groups shared children are being reunited too quickly before the child(ren) and parents may be ready. Input from the stakeholders and focus groups also identified there is an agency culture focusing on reunification timelines versus family needs. The National Standard for P4 (Re-entry to Foster Care) is 8.3%. During the previous SIP Cycle, in the period between October 1, 2013, and September 30, 2015, 14 out of 84 children or 16.7% of children re-entered foster care after achieving permanency. There has been variability over the past four years, with an upward trend away from the National Standard. However, the data shows an 18.5% decrease over five years. Social worker transfer or change is common when there is staff turnover. When a social worker has a limited history or misinformation, they do not have the necessary information to provide a thorough assessment for safety and well-being. This missing information can prompt a social worker to reunify a family too quickly. While social workers have strong engagement skills working with families, social workers also shared that the agency can "focus on timelines instead of the family's needs". No trend was identified for age or ethnicity. What we did find from the PR is that child often re-entered foster care for the same issues/allegations for which they removed.

The purpose of this strategy is to create an organizational structure which will develop and retain the excellent workforce we have recruited. As a result of these efforts, social worker turnover will be reduced. This will thereby increase social work expertise in serving our children and families. As a result, social

workers will gain in-depth knowledge of the child's and family's needs as well as have a stronger capacity to assess what a family needs to achieve successful reunification.

This past year, San Mateo County CFS has been assessing the Transfer of Learning (TOL) Culture in the organization. There were several recommendations to increase the TOL including:

- Create opportunity and engagement for training.
- Develop more formal channels for input and information to flow from supervisors to managers.
- Develop stronger teamwork among supervisors and managers.

San Mateo will examine overall organizational factors that can potentially improve retention in the organization, including coaching and the development of a Transfer of Learning Program.

It is hoped the provided action steps in this strategy as well as other measures will lead to a strong and stable workforce, thereby enhancing permanency for children and reducing re-entry into foster care.

### **Action Steps**

As a first step, the CFS Management Team and Quality Assurance Manager will develop a plan to utilize Quality Assurance data at the social worker and supervisor/manager level building on social worker strengths, identifying areas of growth, and enhancing practices to better serve children, youth, and families. This data will include SafeMeasures reports and ad hoc Business Information reports on the identified practice areas for which the SIP has identified needing improvement.

All staff will receive training on all available sources of Quality Assurance data with the goal of continuous individualized practices and overall program improvement. Social workers, with the help of their supervisor, will then identify and build upon their individual strengths and areas for growth. Supervisors and managers will work together to identify and analyze overall program improvement and areas for improvement. On a quarterly basis, the leadership team will monitor the Quality Assurance plan, utilizing feedback from social workers and supervisors as well as compliance data, and adjust if needed.

The agency will also design, develop, and implement a Transfer of Learning (TOL) program as a component of staff development. As mentioned previously, the agency has begun steps to assess TOL within the organization and will be working to align it with the California Child Welfare Core Practice Model, a framework to support Child Welfare social workers and leaders in sustaining and improving practice in all California counties.

Next, the Quality Assurance manager will monitor and evaluate the TOL program by gathering qualitative feedback from social workers, supervisors, trainers and analyzing quantitative and performance data for progress.

And finally, as part of creating a TOL culture, the agency will create and utilize a strength based supervision tool to identify core competencies in line with the Common Core Practice Model. This tool will be utilized on a monthly basis during supervision between supervisors and social workers. Supervisors will be trained on the use of the tool and the Policy team will develop policy regarding its usage in supervision.

### **Evaluation**

The agency will utilize the County Workforce Succession Annual Report to identify trends, review findings, and identify next steps. On a monthly basis, the management and supervisor teams will review reports from Human Resources and/or Fiscal to assess vacancy rates across all programs.

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

As mentioned previously, the agency has identified some systemic changes needed to support this action step as part of assessing TOL. This will include opportunities for training, stronger flow of information at all levels, and the development of stronger team relations among managers and supervisors.

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

San Mateo County Staff Development, in collaboration with the CFS staff, will develop and provide training to all staff. The agency will also utilize training resources from the Bay Area Academy.

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

In order to achieve this goal CFS will be partnering closely with the agency's Human Resources department as well as the Fiscal department to track and monitor recruitment, retention and development of social work staff.

### **Technical Assistance**

There is no identified need for technical assistance from the National Resource Center (NRC). San Mateo County will utilize the Bay Area Academy in the TOL project, including creating training resources and utilizing coaches for the supervisory team.

## **CHILD WELFARE - STRATEGY #3: ENGAGE FAMILIES IN DECISION-MAKING**

Engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification, prevent re-entry, and/or find timely permanency by strengthening the use of Child and Family Team (CFT) activities throughout the life of a case.

### **Purpose/Rationale**

As part of the SIP for year 2013-18, the county implemented two strategies to address placement stability. The strategies included implementation of visitation centers and strengthening of TDM meetings throughout the life of a case. Because of staffing issues as mentioned above, although TDMs are of value, we were unable to hold them as often as we would like. Because of reorganization of staff, we do not anticipate this to be a continuing challenge. Social workers will also be trained to facilitate these meetings, so they will be a part of the facilitator pool. CFS is now seeing utilization of TDM meetings more consistently in "Placement Move" and "Exit from Placement" situations. It appears families and teams of individuals participating in TDMs are reaching positive placement related decisions, and we are continuing to evaluate TDM utilization. We have identified the following obstacles that may be contributing to underperformance:

- Receiving home counts as a placement; youth are placed there until a suitable and appropriate placement is found.
- TDMs are not being fully utilized as a strategy to maintain placements.
- Youth are being placed with relatives who may be ambivalent and unsure about the long-term

placement for these youths. There is a lack of support services for relatives.

- Youth are being placed outside of the county and the distance impacts placement stability.

Child welfare agencies across the nation are “increasingly relying on youth and family engagement and teaming processes as effective methods to support children, youth, and families and include system partners in the planning, delivery, and management of necessary services.”<sup>5</sup>

Team Decision Meetings (TDMs) focus specifically on placement decisions for children coming into or in the care of CFS. TDM/CFT meetings involve families, extended family, community members, caregivers, service providers, and CFS staff. TDM meetings are called in order to develop 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. CFTs allow for community members to be part of the decision making process that affects children and families and to provide support and services that may allow children to remain in their communities, which will allow children to maintain their previously established school stability, recreational activities and significant relationships.

CFT meetings can be additionally described as participatory planning. “Participatory planning is a strength-based approach to working with families and individuals who may have multiple needs that are complex. Specifically, the National Center on Family Group Decision Making at the American Humane Association describes participatory planning as a practice that is family centered, family strength-based, culturally sensitive and involves the community. Agencies and programs that include participatory planning in the provision of their services use an approach that brings teams of people together and works to build a plan that is strength-based and individualized. The theory behind implementing participatory planning in child welfare services is that through supporting and collaborating with families, true, positive changes will occur. Families who participate in important decisions that affect them are empowered to contribute to their own survival, protection and development. Additionally, and of paramount importance, participatory planning can minimize any further incidents of abuse/neglect and can affect stability and permanence for children.”<sup>6</sup>

As noted in the CSA, the percentage of children in San Mateo County that re-entered foster care after reunification is 16.7% (period October 2013- September 2015), whereas the national standard is 8.3%.

San Mateo County is in the process of developing a strong foundation for implementation of CFT meetings. The process includes revising policies and procedures to replace the current Team Decision Making (TDM) meetings, and ongoing assessment and evaluation to identify strengths and barriers in implementation. The Peer Review findings as outlined in the CSA included that while some cases had TDMs, other cases were lacking in the utilization of TDMs. Stakeholder and focus groups found one factor that impacted P4 Re-entry into Foster Care was families were being reunited too quickly before the child and family may be ready. It was also found there is an agency culture focusing on reunification timelines versus family needs. The agency believes a thorough review of CFTs and TDMs and their utilization requires attention.

### **Action Steps**

The agency will continue CFT workgroups to finalize policy and procedures that address the new state requirements and to address implementation issues. The workgroups include partners from Behavioral Health and Recovery Services, Probation, the Health System, and other relevant stakeholders.

<sup>5</sup> Requirements and Guidelines for Creating and Providing a Child and Family Team, All county Letter No. 16-84, Health and Human Services Agency, <http://www.dss.cahwnet.gov/lettersnotices/EntRes/getinfo/acl/2016/16-84.pdf>

<sup>6</sup> Participatory Case Planning in Child Welfare Services, A Resource Guide, UC Davis Extension, Center for Human Services, [http://www.calswec.berkeley.edu/files/rtn-literature-review-files/participatory\\_case\\_planning.pdf](http://www.calswec.berkeley.edu/files/rtn-literature-review-files/participatory_case_planning.pdf)

The agency will develop an ongoing CFT Communication Plan to inform staff and partners of the purpose and benefits of CFTs that will support best practices in case planning, service delivery, and compliance with CFT timeline mandates.

The agency will train staff and partners on the philosophy of CFT, teaming with families and partners, and the policies and procedures that will provide the structure for implementation in January 2018 and ongoing processes for CFT. Annual training will be provided to include new staff/partners and to support the CFT efforts of continuing staff/partners.

The agency will concurrently develop a tracking process and accountability process to ensure full utilization of CFTs related to family reunification:

- # of monthly placements/ # of corresponding CFTs
- # of monthly placement changes/ # of corresponding CFTs
- # of monthly CFTs in Family Reunification Program
- # of CFTs prior to Reunification/# of families reunified

The agency will utilize the tracking process and accountability process to ensure utilization of CFT's related to family reunification:

- # of monthly placements/ # of corresponding CFTs
- # of monthly placement changes/ # of corresponding CFTs
- # of monthly CFTs in Family Reunification Program
- # of CFTs prior to Reunification/# of families reunified

The agency will then develop an evaluation system to determine how CFTs are working from the perspective of participants, i.e. parents, youth, providers, etc. The agency will then implement an evaluation system on how CFTs are working from the perspective of the participants.

We will review all re-entry cases quarterly to assess CFT utilization and teaming, as well as the services put into place and situations that occurred prior to re-entry. The goal is to determine if social workers are not only hold CFT meetings, but also utilizing them for engagement and teaming. To further this evaluation, we will determine if the services that have been put into place are a result of the CFT.

### **Evaluation**

CFS will develop a tracking process and accountability process to ensure full utilization of CFTs. This will include comparing the number of monthly placement changes and removals with the number of corresponding CFTs. CFS will also be looking at the number of scheduled CFTs to the number of actual CFTs completed.

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

San Mateo County CFS will be developing and implementing policies and procedures, including best practices on the utilization of CFTs. While TDMs have been primarily used to make placement decisions, moving toward a more participatory process will be a shift in providing CFTs at specific points in the life of a case so that all participants have a voice in all decision-making.

In order to support this improvement goal and ensure continuous program improvement, San Mateo County CFS has identified action steps for systems related to staff training and professional development, record keeping and reporting and ongoing monitoring.

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

San Mateo County Staff Development, in collaboration with CFS staff, will develop and provide training to all staff. If necessary, the agency will also utilize training resources from the Bay Area Academy.

### **Roles of Partners in Achieving the Goals**

CFS works closely with the County Mental Health or Behavioral Health and Recovery Services (BHRS). As part of the Children and Youth Systems of Care (CYSOC) committee, senior leadership from CFS, BHRS, Probation, and the County Office of Education are represented. CFS works with BHRS to address the issues of those children and youth served affected through the Pathways to Well-Being (PTWB) program. The PTWB program requires all youth who are entering the system to be screened, assessed, and evaluated for potential mental health symptoms and issues on a minimum of once a year. Every child entering out-of-home care is assigned a PTWB clinical care coordinator to ensure they receive appropriate and timely mental health services.

In addition, CFS has a contract with the Health Systems (our county public health) to have public health nurses (PHNs) co-located with CFS staff and who are assigned to work with the child for the entire time he/she is in foster care. The PHN ensures every health and dental need of the child is addressed. The services provided include medical case management, documentation, evaluation and assessment, referrals for services, discharge planning, and caregiver support and advocacy.

### **Technical Assistance**

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

## **CHILD WELFARE - STRATEGY #4: RECRUITMENT AND RETENTION OF RESOURCE FAMILIES**

Implement a recruitment and retention plan to increase the number of resource families available to meet the specific needs of children and youth in care.

### **Purpose/Rationale**

The recruitment, retention and support of caregivers are critical to providing stability and permanency for children and youth in foster care. Placement stability is essential for family reunification. The implementation of Resource Family Approval (RFA), which was mandated by the CDSS in January 2017, created a platform for all resource families (both foster parents and relative caretakers) to receive the same information, training and opportunity for support.

Literature reviews often point to the recruitment, preparation, and support of foster/adoptive families as one of the most challenging aspects of concurrent planning. Per the Child Welfare Information Gateway, concurrent planning demands much from foster/adoptive families, who must be well prepared and supported. They must be willing to make a permanent commitment to a child placed in their home before the child is available for adoption, while at the same time work cooperatively with the agency and family of origin to effect reunification. Their work often includes teaching and modeling skills for birth parents and other family members as well as mentoring new foster/adoptive families. This article also finds the primary benefit of concurrent planning appears to be that children in foster care achieve permanency with families in a timelier manner.<sup>7</sup>

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<sup>7</sup> Child Welfare Information Gateway (2012). Concurrent Planning: What the Evidence Shows. Washington, DC: U.S. Department of Health and Human Services, Children's Bureau.



The National Resource Center for Diligent Recruitment also notes achieving placement stability and permanency for children and youth requires having both a sufficient, diverse pool of foster, adoptive, and kinship families that can meet the needs of the children and youth in foster care and the ability to engage and support families from their initial contact with an agency all the way through post-placement.<sup>8</sup>

In the San Mateo County CSA some of the findings indicated the lack of foster homes and relative placements may be related to federal outcome P4: Re-entry into Foster Care. Stakeholder and focus groups noted one of the challenges for recruitment and retention was based on the high cost of living in San Mateo County. In the Foster Parent Focus Groups, foster parents noted they are not provided much information at the onset of the RFA process. They also noted the process could be more streamlined, including a more automated or digital format, as well as having information on the RFA process on a website. Social workers noted it was a struggle to retain foster parents. The Interagency Placement Review Team Stakeholder Group noted that given Continuum of Care Reform (CCR), there is a need for more resource families for youth stepping down to a lower level of care. They also noted in the past that although CFS has hired agencies to recruit for foster placements, lack of placements continues to be an ongoing issue. In March of 2014, CFS had 100 licensed foster homes. While CFS had hoped to increase the number of resource families from 100 to 140 by 2018, the number of foster homes/resource families has remained flat. The lack of foster homes in San Mateo County negatively also impacts P5-Placement Stability. The lack of foster homes both within and out of County makes it difficult to properly match a child with a family. The lack of foster homes was a re-occurring theme among the stakeholders and focus groups. This was also an identified trend in the Peer Review.

The contributing factors to retain foster parents include providing support services to foster families such as mental health, assistance with transportation, assigning education liaisons for all school aged children, as well as assigning public health nurses and psychiatric social workers to provide hands on assistance to the children and families. The agency does provide Difficulty of Care Payments.

The CDSS now offers funding through the Foster Parent Recruitment and Retention Services (FPPRS), which allows us the ability to use funding for innovative strategies. Although it is too soon to measure success, CFS is looking at other counties to see what solutions they have tried to employ. Throughout the next few years, CFS will focus on renewed strategies for recruitment and retention. Further, the Agency has increased the number of social workers in the Resource Family Unit from three to five in order to expand recruitment and retention activities.

The FPPRS funds were used to work with a Community Based Organization (CBO) to recruit foster homes. The CBO was not to recruit any foster homes and the contract ended on June 30, 2017. Funds were also used to finalize the Binti contract for a web-based application to facilitate and track the foster parent application process. The county received approval to use funds to recruit a full-time CFS staff dedicated to foster parent recruitment. We are also in the process of issuing a Request for Proposals for psychosocial assessments so that all existing resource parents can be converted to RFA.

It is San Mateo's goal that the action steps in this strategy will increase the number of resource families and as a result, provide increased permanency and stability for the children and youth we serve. In addition, these action steps will assist in the retention and support of resource families. All children 1-2 and under experienced placement moves at rates lower than the national standard. Children 11-15 had the lowest placement stability rate at 8.7 placement moves per 1,000 days. This strategy will impact federal outcome P5-Placement Stability directly and positively, and the agency anticipates it would also

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<sup>8</sup> National Resource Center for Diligent Recruitment. AdoptUSKids. [www.nrcdr.org/placement-stability-and-permanency](http://www.nrcdr.org/placement-stability-and-permanency)

have a positive impact on federal outcomes P1-Permanency in 12 Months, P2-Permanency in 12-23 Months, P3-Permanency in 24 Months and P4-Re-entry into Foster Care.

### **Action Steps**

As a first step, San Mateo County CFS will review and analyze the current process for the recruitment and retention of resource families and identify areas of improvement and opportunities to expand outreach efforts. Once the process has been reviewed, San Mateo will develop a new Resource Family Recruitment Plan. This is both an internal and a Statewide process for RFA. This process will allow us to provide timely data to the state as required by the CDSS guidelines.

San Mateo County CFS will then identify and recruit a full-time Resource Family Recruiter to spearhead retention and recruitment activities, which will include coordinating outreach efforts in the community. San Mateo will incorporate a targeted method of recruitment for teenagers, children/youth with challenging behaviors, children involved in Probation, sibling groups and non-minor dependents. San Mateo County will assess and evaluate foster parent recruitment by the number of increased foster care placements each year, the application approval, and retention of foster parents. Processes and procedures for recruitment, applications and training will be revised as needed.

San Mateo County CFS will partner with Help One Child, CASA, and Foster the Bay to develop marketing plans for increased outreach efforts for recruiting resource families. The agency will also utilize these partners to develop retention and support plans for these families. Our goal is to recruit 20 foster families each year beginning in 2018.

San Mateo County CFS will also design, develop and implement a coaching program to support resource parents caring for special needs child(ren). This will include expanding Resource Family Training and Clinical Support Services to our Foster Family Agency's (FFA) to serve relative and resource families caring for youth who are stepping-down from a group home (i.e., Triple P (Positive Parenting Program), mental health services, transportation, respite care and after-school programming).

San Mateo County will also utilize a Resource Family Training and Clinical Support Services position, also known as a family care worker. This family care worker will provide respite care, training, support, transportation, and consultation to relatives and resource families providing care to youth who are stepping down from a group home setting.

Within this strategy, we will update and execute the plan for recruitment by holding focus groups and selected stakeholder groups. See attached Recruitment and Retention Strategic Plan.

### **Evaluation**

The agency will, on a quarterly basis, monitor the recruitment efforts and update the recruitment plan as needed. The agency will utilize the recruitment data to identify positive results per zip codes and evaluate recruitment efforts to replicate positive results in other zip codes.

The agency will also develop and implement annual Resource Parent Satisfaction Survey and incorporate feedback as appropriate. The survey will include gathering information on the types of resources and supports needed to enable foster parents to maintain permanent placements and ensure the cultural, medical and emotional needs of children in their care are met.

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

In order to support this improvement goal, San Mateo County CFS recognizes it will be necessary to train all levels of staff to actively engage children, youth and families in order to increase the number of quality resource family homes as well as provide support to families.

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

San Mateo Staff Development, in collaboration with the CFS staff, will develop and provide training to all staff. CFS will utilize the Bay Area Academy twice a year to provide foster parents and staff training in areas related to coordination of service delivery, partnerships and engagement.

### **Roles of Other Partners to Achieve the Goals**

In order to achieve this goal, CFS will partner with the following community organizations for assistance in foster parent recruitment, training and support:

- Foster Parent Association
- Help One Child
- CASA
- Foster the Bay
- Canada College
- Medical Community

### **Technical Assistance**

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

### **CHILD WELFARE - STRATEGY #5: ENHANCE THE ALREADY EXISTING QUALITY ASSURANCE ACTIVITIES TO MOVE FROM QUALITY ASSURANCE TO CONTINUOUS QUALITY IMPROVEMENT THROUGH UTILIZATION OF THE DASHBOARD INCLUDING DATA EXTRACTION, ANALYSIS, DISCUSSION AND PLANNING.**

Through Continuous Quality Improvement (CQI), San Mateo's CFS will improve overall performance on an ongoing basis by observing outcomes, compliance and practice.

### **Purpose/Rationale**

CFS' branch goal is to promote child safety and family strengthening through a continuum of coordinated services that are evidence-based, responsive and culturally competent. To the extent that performance goals are stipulated by mandate, legislation and regulation, these goals are part of the way CFS performs its work. This includes ongoing reporting and analysis, as well as metrics in all state and federally funded programs.

CFS has an extensive monitoring process, which is called the Quality Assurance (QA) program. It encompasses quality assurance, quality control, and quality improvement. The purpose of this strategy is to create an organizational structure which supports the findings of the QA program and provides a feedback loop among all staff levels of the agency: administration, policy, training, and line staff. This feedback loop can significantly impact all areas of foster care in all child welfare programs. By taking QA further, our reviews will shift focus to match changing priorities and initiatives. For example, if there is a need to improve home visits with a child, as goals for the frequency of visits are met, the county will begin focusing on other areas showing challenges such as timely reunification. In other words, by implementing Strategy 4, we will take action on findings from quality assurance activities.

This will thereby increase social work expertise in serving our children and families. As a result, social workers will gain in-depth knowledge of the child's and family's needs as well as have a stronger capacity to assess what a family needs to achieve successful reunification. QA information from Safe Measures, case reviews, stakeholder input and other sources are fed back to leadership, supervisors, and staff to:

- Bring awareness of performance to staff and managers;
- Translate the information to plan and implement improvement;
- Enhance quality services to increase outcomes for children and their families;
- Improve compliance with policy and case practice requirements;
- Improve documentation;
- Improve policy; and
- Increase resource development.

The outcomes include efforts to:

- Reduce occurrence of maltreatment in foster care;
- Reduce recurrence of maltreatment;
- Improve permanency;
- Reduce re-entry into foster care; and
- Improve placement stability.

### **Action Steps**

Action Steps for this strategy will enhance an already existing process. Our Quality Assurance (QA) process identifies strengths and needs of the service delivery system, and includes reports and information to implement program improvement measures. Both qualitative and quantitative data are captured to monitor quality services, quality assurance standards and compliance. The activities below inform CFS leadership and staff of strengths and areas needing improvement, now will be taken further:

1. Data reports – utilize information to plan and implement changes in practice.
2. Case Reviews – meet with caseworkers and supervisors whose cases are being reviewed to debrief their findings and discuss practice issues; discuss obstacles to practice; develop ideas to improve practices; identify skill development.
3. Monitor progress with State on specific written improvement plans through regular follow up reports and on-site meetings.

The enhanced CQI structure is inclusive of all agency staff, including direct line staff, that are stationed at regional offices, clinics and Family Resource Centers, to reflect the strengths and challenges of all the clients the agency serves.

San Mateo has purchased and will implement a “dashboard” system which will provide various types of information to analyze CFS processes and data collection. The dashboard's display will provide the most relevant data in a clear, user-friendly format. High-level data can be broken down from CFS as a whole into more specific units. It will be possible to break down the information to the unit, worker, and client level. The design of the dashboard helps bring the data to life for staff and highlights the importance of accurate data entry. Also, it emphasizes the direct connection between casework and foster care outcomes. There will be a “soft launch” or a platform trial period. We will have a pilot group of select staff

including two data analysts and a program manager to test, assess and evaluate the dashboard's programming to meet CFS needs.

To bring CQI to all staff, dashboard training will begin following the pilot group testing and data validation. This training will begin with the purpose of the dashboard as well as address data entry, review of information entered into the dashboard and reporting capabilities. Staff will be trained in reading generated reports and how this is interpreted into day to day operation. The agency will hold workgroups to finalize policy and procedures that address the new state requirements and to address implementation issues. The agency will develop an ongoing Communication Plan to inform staff of the purpose and benefits of utilizing the CQI process that will support best practices in case planning, service delivery, and compliance with federal and state mandates. During the time of the "soft launch", policy and procedures will be revised and created defining expectations of all staff as their part of the CQI process.

Following the "soft launch", all staff will practice using the dashboard before going "live" and moving the dashboard into full implementation of the CQI process. Staff will practice data entry and reading reports generated from this entered data. Staff will be able to determine if there are errors in data entry and correct them as well as begin identifying trends. This strategy builds on internal communication processes and provides information directly to line staff. Ultimately, the goal is to have line staff proactively bring up case issues and other trends to their supervisors, the managers, and the CFS Director. Simultaneously, CFS supervisors will review at least one case per worker monthly and provide input into an electronic dashboard survey. Utilizing various processes including the dashboard, the information is processed by QA staff to identify any trends and concerns. These trends and concerns are then shared with the various teams, which include the managers and supervisors within CFS, and then again as before, the information is discussed with each team.

Peer Record Reviews is an existing process and will be occurring at this same time. Reviews are held quarterly, in the month after a fiscal year quarter ends (October, January, April, and July). Approximately 30 cases are randomly sampled across all CFS functions. Staff internally examine records in depth for timely completion of require program activities (Compliance Review) and for providing quality client services (Quality Review). The review process allows the agency to monitor compliance with regulatory requirements, measure service delivery, assess the quality of documentation, and improve staff learning processes. Trends and case examples are shared with relevant teams. The Peer Record Review will be expanded to sample and analyze targeted case activities. For example, we might look at case plans closely to determine concerted efforts. This will provide a level of quality review that will enable us to change direction as needed based on reports and trends. We will also determine if it would be beneficial to incorporate CFSR Case Review items into the peer record review.

Additionally, the next step will mark the dashboard going live. With this live component, San Mateo County will continue to develop a strong foundation monitoring and revising the CQI process. This includes revising policies and procedures to replace the current QA ongoing assessment and evaluation to identify strengths and barriers in implementation. The Peer Record Review findings and how they support dashboard data entry will be reviewed and refined. Concurrently the process will be monitored and assessed through collecting data efficacy, working with the contractor to fix any anomalies or improve data and reporting systems to meet CFS needs. CQI conversations will implement findings into practice.

The final step to this strategy will incorporate the dashboard into the formal Case Review Process. Case reviewers will meet with social workers and supervisors whose cases are being reviewed. There will be a debrief of the case reviewer findings and discuss practice issues, obstacles to practice, develop ideas to improve practice, and identify skill development. Dashboard review will be included and discussed during

these debriefings. The case reviewers findings/report will include an analysis of the information obtained through the formal case review, the debriefing and the dashboard findings.

### **Evaluation**

CFS will develop a tracking process and accountability process to ensure full utilization of the CQI process. This will include comparing compliance reports, case level details summary, Peer Record Reviews, and supervisor case reviews. The agency will then develop an evaluation system to determine how CQI is progressing from the perspective of participants. As CQI suggests, all levels will be assessed and changed to create continuous improvement. If a trend is identified, information will be provided at quarterly management and regional staff meetings. The CFS Management Team will then evaluate the trend and make any necessary changes within the organization.

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

None needed at this time.

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

San Mateo County Staff Development, in collaboration with the CFS staff, will develop and provide training to all staff. The agency will also utilize training resources from the Bay Area Academy and the CDSS Outcomes and Accountabilities as appropriate.

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

San Mateo County along with dashboard program developers will work to fix any anomalies and data entry errors. Peer Record Reviews will continue to be conducted jointly between CFS and FRC.

### **Technical Assistance**

There is no identified need for technical assistance from the National Resource Center (NRC). San Mateo County will utilize the CDSS Outcomes and Accountability Bureau and the Bay Area Academy for any necessary technical assistance.

## **PROBATION - STRATEGY #1: RESOURCE FAMILY APPROVAL (RFA)**

### **Implement Resource Family Approval (RFA)**

#### **Purpose/Rationale**

Mandated by California State Statute and in line with Continuum of Care Reform (CCR), San Mateo Probation will implement the Resource Family Approval (RFA) process for all caregivers for youth and non-minor dependents in the probation foster care system. The RFA process focuses on maintaining lifelong relationships and achieving positive results for children, youth, young adults, and families. This one approval process will also help the agency expedite the permanency options for our youth. Assembly Bill 403, the legislation implementing the CCR, recognizes probation youth may have unique needs and the system changes necessary to better serve more probation youth in family settings may take longer to put in place than for child welfare. Probation youth who are awaiting placement outside of their home are housed at the juvenile hall until an appropriate home can be located. Research has shown the longer youth are incarcerated, the more likely they are to be incarcerated again in the future. Although the RFA process previously might have a youth incarcerated for months, while family members await approval, it is our goal to decrease this amount of time in order to utilize RFA homes.

San Mateo County Probation chose this strategy as the Peer Review and focus groups found there are a lack of foster homes and a lack of suitable relative placements. In addition, the Peer Review and focus



groups found there is a lack of family finding and, if a relative is found, it is difficult to get them approved through the RFA process. San Mateo County Probation believes a focus on increasing relative/extended family placements and RFA homes will improve permanency for Probation youth in the focus federal outcome P1 Permanency in 12 months for children entering foster care (the focus for the CSA). This strategy would also improve federal outcomes P2 (Permanency in 12 months for children in care 12-23 months) and outcome P3 (Permanency within 12 months in care over 24 months). In San Mateo County, the Probation RFA process will involve following the State RFA Written Directives.

### **Action Steps**

Probation has developed a policy entitled “Case Management-Relative Identification and Notification” designed to identify and engage relatives and to provide notice to those relatives when a youth is removed from their home. The policy identifies steps toward locating relatives at the intake level, acknowledging best practice dictates the best place for children to grow up is in a family and the most effective way to ensure children's safety, permanency, and well-being is to provide services that engage, involve, strengthen, and support families. However, this policy has not been fully implemented to date. Some of the barriers to fully implementing this policy are based on the characteristics of youth most common to the San Mateo Juvenile Probation population. These youths are teenagers who have been charged with a crime, which could dissuade the few resource families who are willing to house teenagers, or other family members, from wanting them in their home.

A work group will convene periodically to review best practices of RFA. Probation will analyze current practices in place and identify gaps and potential barriers for implementation. A plan for RFA process will be made and implemented. Staff will need to be trained on the different types of placements as well as county policy and procedures and state RFA Written Directives.

Through the CFT process in Strategy 2, defined below, San Mateo County will be including recruitment for resource families and family connections. It is intended to identify individuals willing to provide a permanent connection for the youth whether or not the youth reunifies with their birth family. They play an active role in linking the youth to their past as well as helping promote family relationships in the future. The goal is that the initial placement of the child will be with a resource family who can, if necessary, become the permanent home. In March of 2018, we will apply for the Foster Parent Recruitment and Retention Support Funding (FPRRS).

### **Evaluation**

To evaluate the effectiveness of this strategy, Probation will utilize our baseline and monitor federal outcomes P1, P2, and P3 through the UC Berkeley website, SafeMeasures and our county specific Relative Approval data base. Additionally, Probation will measure timely permanency specifically through increased utilization of RFA placements. Probation currently has no approved resource families. Probation will start with a baseline of the number of resource family homes approved and measure the number of youth placed in these approved homes. We will also monitor qualitative trends through our state Case Review process. We will look for strengths in engaging relatives, how the process is working or not, and identify practice improvements over the life of the SIP. The goal is to have one youth place in an approved resource family home in 2018 and two youth placed in approved resource family homes in each subsequent year.

### **PROBATION: STRATEGY #2: PARENT ENGAGEMENT**

Increase engagement with families in the case planning process through CFT meetings, placement orientation and other methods to be determined.

## **Purpose/Rationale**

San Mateo County Probation chose this strategy as the Peer Review and focus groups found parents were generally unwilling to receive services. Additionally, parents lacked the ability to properly supervise their youth, parents were unable to spend time with their youth during reunification (parents cited it was difficult to transport a child from placement to home for a visit), and drug and alcohol abuse by parents prevented reunification.

Historically, San Mateo County Probation has focused engagement efforts on the youth Probation serves. Parents primarily have not been consistently engaged with services or support when youth are removed from the home. When youth do return to their parents, San Mateo Probation primarily provides support to the youth with less emphasis on providing support to the parents. By more consistently engaging parents, and developing a plan for Child and Family Team (CFT) meetings, Deputy Probation Officers (DPOs) will be more effective in supporting parents to accept additional supports to assist them when youth transition to a family home. Probation will also provide referrals to resources that will assist the parents in being successful.

## **Action Steps**

Probation will continue the parent engagement work group. This group will continue to meet monthly. They will evaluate engagement strategies with parents and further develop family engagement policy and procedures as well as expectations for CFTs. This workgroup will also identify services available to parents, such as parenting classes. Protocols will be developed on engagement strategies. Policies and protocols will then be put into place for staff expectation of parent engagement and CFTs. Through an implementation plan, staff will be trained on ways to fully engage parents, which may include comprehensive assessments, a parent orientation, and increased CFTs. Probation officers will be expected to know resources available to assist parents toward successful reunification and provide that information to the parents while also explaining department expectations of CFTs while understanding family expectations of CFTs. Once training has been completed, the plan will be implemented. An evaluation plan will be developed and implemented to review how engagement is occurring and if services are being accessed. As a part of these protocols, Probation will consider the potential of including parent engagement in the youth's case plan by developing goals and strategies for building relationships between the DPO and the parent. In addition, the case plan will include goals and strategies that address the specific needs of the parents to prepare them for their child's return.

## **Evaluation**

To evaluate the effectiveness of parent engagement, Probation will monitor federal outcomes P1, P2 and P3. Engagement may look like parents contacting the probation officer when they have needs or questions. They may seek out services suggested by the Probation officer as well as observation of behavior changes. Probation will also develop a baseline of parents who are both engaged with DPOs and parents who are accessing services and measure subsequent increases. For example, DPOs will meet with the parents at least once a month in the parent's home. Based on parent contact with their child and increased participation in services provided, Probation will be able to determine success of service engagement. Probation will also track the number of parents participating in orientations and CFT's.

## **Prioritization of Direct Service Needs**

During the course of the CSA process, it was determined that the county's most at risk population for maltreatment includes children 5 years of age and younger. Children under the age of 1 comprised the highest rate of entry into foster care, 3.0 per 1,000 children. Children from 3 to 5 years of age are most

likely to experience a recurrence of abuse. Females are also most likely to experience a recurrence of abuse. The CSA also found that while San Mateo is an affluent county, there is a high density of poverty in certain areas. The high cost of living in San Mateo County makes it difficult for families to find affordable housing. Lack of transportation and high traffic congestion in the San Mateo area also contributes to difficulty in accessing services. These factors can contribute to additional stress in the family structure.

In San Mateo County, the Office of Child Abuse Prevention (OCAP) funding is integrated into local prevention and family support resources and activities. These contracts are due to expire in July of 2018. As we prepare for the RFP process for funded programs going forward, we will be looking for evidenced-base programs and practices that improve child safety, family stability to promote well-being and permanency. To accomplish this, we will be looking to and encouraging community based organizations to utilize the California Evidence Based Clearinghouse.

**Child Abuse Prevention, Intervention, and Treatment (CAPIT):** Currently, CAPIT funding is primarily utilized for parenting education and support. These programs are located throughout the San Mateo community and include the following providers: Cabrillo Unified School District, the Daly City Peninsula Partnership Collaborative, Edgewood Center for Children and Families, Family Connections, Institute for Human and Social Development and Puente de la Costa Sur. A portion is also utilized for housing and supportive services for children and victims of domestic violence as well as rape trauma services. See attachment C for more detailed descriptions of services.

**Community Based Child Abuse and Prevention Services (CBCAP):** This funding is allocated for housing and supportive services for children and victims of domestic violence and is provided through a contract with Community Overcoming Relationship Abuse (CORA). See attachment C for a more detailed description of services.

**Promoting Safe and Stable Families (PSSF):** This funding is allocated in the four different components of Family Support, Family Preservation, Time-Limited Family Reunification and Adoption Promotion and Support. Cabrillo Unified School District receives Family Support funding to provide parent education and support as well as mental health services located in high need communities on the coast. Family Support funding is also targeted for parenting classes and other services in different languages, particularly Spanish. The Redwood City School District provides these services. Family Preservation funding is utilized for parent education and support, as well as mental health services, in high need communities on the coast. Providers are the Institute for Human and Social Development and Puente de la Costa Sur. Time-limited Reunification funding is used by HSA to provide transportation services to families in the Family Reunification Program. See attachment C for a more detailed description of services.

HSA used San Mateo's CSFR process, CSA data, and the PSSF funding requirements to prioritize direct service needs that would be funded with CAPIT/PSSF/CBCAP funds in the upcoming RFP process.

On September 19, 2017, the CFS management met to brainstorm direct service needs for a new cycle of contracts beginning in July of 2018. The team reviewed the summary of findings from the current CSA as well as the current contracts funded through CAPIT/PSSF/OCAP. While the team identified a variety of needs in the community, the following priorities were established:

**Parenting Classes in the Community:** Currently, the largest proportion of prevention funding is being utilized to provide parenting classes in the community for families that do not have child welfare involvement to reduce entries into care and prevent recurrence of maltreatment. There currently is not a consistent assessment tool for parental need of education/support or the use of evidence-based practices among all providers. While parenting classes are provided through out the San Mateo County, they are not necessarily located in communities with the highest need. The Agency is currently conducting mapping

to determine the highest geographical need for parenting classes, looking at the current locations, and identifying if they are evidence based.

**Mental Health Services for Parents:** Currently, there is a lack of mental health services for parents if they do not meet the medical necessity criteria used by Mental Health. As a result, many parents are not receiving mental health services. There is a need for Spanish Speaking clinicians. There is a need for proper assessments and then connecting parents with the services they need. Mental Health services could include utilizing in-home based clinical services. As part of an ongoing assessment San Mateo is analyzing data to determine the scope of the need for services for parents, identifying evidence-based tools for assessments, and reaching out to Mental Health regarding what assessment tools they will be utilizing in the future.

**Substance Abuse Services for Youth:** Many youths in care are in need of substance abuse services, including CSEC youth. Services are difficult to access as youth are often placed in different counties. It was also noted that the Court is starting to order substance abuse services for certain youth. In addition, there is the need for educating youth on the effects of substance use and abuse. Some youth who are prescribed psychotropic medications are replacing them with illegal substances. Some of the youth also have a dual diagnosis. The Agency plans to look at both engagement and program models. Specifically, the Agency is currently doing an analysis on referral processes, mapping the number of youth with substance abuse and where they are currently placed, determining youth's drug of choice, and looking at evidence-based models for treatments.

**Family Finding and Engagement:** Several years ago, the Agency had a dedicated social worker working with a contractor to provide Family Finding services. These services were targeted for youth that are more difficult to find homes for. It was noted this was not as successful as hoped and the Agency may want to focus on all youth. CFS no longer has this position or contract. San Mateo is a difficult community to recruit for resource families. The agency is currently in the process of analyzing if staff are making referrals for family finding, how many referrals are being made, and as a result, how many families have been approved. Peer reviews have shown this is an area in which we need to improve.

The above analysis will help to inform the next RFP process for contracts beginning in July 2018.

## Child Welfare/Probation Placement Initiatives

### Joint Initiatives with CFS and Probation

#### COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN: NEEDS ASSESSMENT

In 2013, a countywide sales tax, Measure A, was passed in San Mateo County to support essential county services as well as replace critical facilities. In 2015, a portion of Measure A funds were dedicated to hire a Human Trafficking Program Coordinator to assess and address the issue of human trafficking in San Mateo County. One specific type of trafficking, the Commercial Sexual Exploitation of Children (CSEC), has received increased attention by stakeholders as well as the community at-large. In addition to the hiring of a coordinator, Measure A funds have been allocated to support a multi-agency collaboration, which includes both CFS and Probation, to address the needs of CSEC youth and their families in San Mateo County. In the county, there are many organizations working to address the needs of CSEC youth; however, there is still a lack of understanding of the prevalence and needs of CSEC youth.

As part of SB 855, with CFS as the lead, a County-wide MOU was drafted and signed between HSA, BHRS, Probation, the Health Systems (County public health), and the Court. In addition, the County Office of Education as well as the Sheriff's Office signed the MOU. As part of the MOU, the county had to designate a process in which a multidisciplinary team (MDT) would meet on a regular basis. The MDT has met on a monthly basis to address global concerns, training, as well as individual case issues. With the exception of the Court, each of the respective departments on the MOU have representatives that go to the CSEC MDT.

The Juvenile Division of the San Mateo County Probation Department has allocated a portion of the funding received via Measure A to conduct a needs assessment of CSEC youth as well as to develop an evaluation plan for the County of San Mateo CSEC Program. San Mateo County CFS has incorporated functions of the needs assessment for CSEC to current staff responsibilities.

The Needs Assessment of CSEC in San Mateo County seeks to understand:

- Prevalence of youth involved with CSEC in San Mateo County;
- Protocols for identifying and providing services to CSEC in San Mateo County;
- Available services for victims of CSEC in San Mateo County;
- Gaps in services for victims of CSEC in San Mateo County; and
- Needs of victims of CSEC in San Mateo County.

To learn about the current landscape for agencies and organizations who provide services to victims of sexual exploitation, several key informant interviews were conducted via a modified version of the *Needs Assessment for Service Providers and Trafficking Victims*. These key informant interviews were held with directors, managers, supervisors, and line staff in a variety of different government, education, and social service agencies and organizations. In addition to key informant interviews, data from a community survey, which was conducted in the spring of 2016, was analyzed and summarized. Lastly, a review of nearby communities who have successfully identified and provided services to victims of sexual exploitation was conducted. Key findings from the key informant interviews, as well as, recommendations for the county are highlighted in the current report.

Through the key informant interviews conducted with key stakeholders in the county, it is clear that there is great concern and awareness that human trafficking in San Mateo County is a serious issue. Agencies and organizations that provide services to CSEC youth are working to the highest level of capacity to ensure the delivery of individualized treatment to CSEC youth. There is a general awareness in the county that agencies and organizations have been serving CSEC youth for more than 20 years; however, it has only been in recent years that they have begun to understand the unique population that is being served. Since the establishment of Measure A, as well as funding from the state, there have been tremendous efforts to provide trainings at varying levels to raise awareness about CSEC youth in San Mateo County and to develop protocols, which clearly outline post-identification support for CSEC youth.

Despite the increased attention and focus on CSEC youth, informants noted improvements are still needed in the county. Many protocols have been developed, and some implemented; however, there is a lack of a countywide protocol that clearly designates the roles and responsibilities of vested agencies and organizations. In addition, even though there is an MOU signed by CFS and Probation, and the county has selected a standardized assessment tool called the Commercial Sexual Exploitation Identification Tool (CSE-IT), it is not yet being used throughout the county to identify suspected victims. Most importantly, there is currently no coordinated database system, which would track CSEC youth throughout the county. A first step for the county is to implement the CSE-IT assessment tool throughout the county so all agencies and organizations administer the same tool and develop a database that provides for cross-collaboration and knowledge sharing among agencies.

## **AB12**

In 2012, our emancipating foster youth were eligible for AB12. CFS worked very closely with other organizations to begin to identify and develop services for AB12 youth. In 2016, CFS specifically designated a 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 have developed a certain amount of expertise in addressing the issues of non-minor dependents. As of June 2016, there were 83 AB12 youth with CFS active cases in San Mateo County.

With the enactment of AB12 in 2012, the San Mateo County Probation Department began providing service for this population. Youth who qualify for AB12 are informed by their assigned DPO of their eligibility and the requirements to qualify for AB12 services. Probation youth who qualify for AB12 are generally quite different from child welfare youth in that they were most likely not removed from their homes due to abuse or neglect from their parents/guardians, and they are most likely going to reunite with their families once they complete their out-of-home placement and are terminated from Probation.

This population has proven to be a challenge to provide services for since Probation no longer has any jurisdiction over them and this is a new role for DPOs. Even if they are committing new law violations, Probation can no longer sanction them. Many of these youths move out of county and out of state due to the very high cost of living in San Mateo County. The DPOs have been required to visit these youth at their places of residence, which are often in unsafe and unfamiliar areas of jurisdictions. Also, Probation has received no funding to provide services for these youths. Therefore, all of the travel expenses and services that have been provided have come out of the County's General Fund. This has resulted in Probation AB12 youth not having access to the same level of services and interventions as CFS youth, since child welfare generally has access to additional funding to pay for these types of services.



## **Child Welfare Initiatives**

### **CONTINUUM OF CARE REFORM**

In an effort to meet the State's Continuum of Care (CCR) requirements and better serve the children and families involved in the child welfare system, San Mateo County CFS is working on a number of plans. First, CFS is in the process of applying to convert the current 12-bed Receiving Home into a Short-Term Residential Therapeutic Program (STRTP). This will allow more children to remain in their communities while they receive residential treatment. Second, CFS is planning to double the number of county-run FFA homes to expand the therapeutic foster care services to step-down children from a STRTP as soon as possible. This FFA expansion will also allow CFS to serve relatives who are caring for children with challenging behaviors. Third, CFS is working closely with current foster parents and community-based partners to develop strategies to recruit and retain more resource family homes. One of the strategies is to provide intensive case management services to new resource families, which reflects the county's current FFA model. The intensive case management will include supports such as respite care, in-home therapeutic behavior plans, and foster parent partners.

### **RESOURCE FAMILY APPROVAL**

Mandated by California State Statute and in line with Continuum of Care Reform (CCR), the agency has successfully implemented the new Resource Family Approval (RFA) process for all caregivers, including foster/adoption (families interested in adopting children) homes, youth and non-minor dependents in the foster care and probation systems effective January 1, 2017. The agency has also commenced the conversion process for existing resource families and so far, have successfully converted 23 homes. CFS has also sought out assistance from the CDSS in this process for legal consultation. The RFA process focuses on maintaining lifelong relationships and achieving positive results for children, youth, young adults, and families. This one approval process also helps the agency expedite the permanency options for our children.

In San Mateo County, the RFA process involves: submission of an application; completion of 18 hours training; First-Aid/CPR Certification; Health Screening; Reference Checks; Income Verification; TB Testing; Verification of Residence; Psychosocial and Permanency Assessments; DMV check; LiveScan; 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.)**

In regard to mental health services, 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) on the child to determine the need for a 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 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 PHN for a developmental assessment and to BHRS for a mental health assessment. For children ages 5 to 17 years of age, 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.

In order 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.

### **CHILD WELFARE’S CONTRIBUTION TO CALIFORNIA’S PERFORMANCE**

CFS is constantly working in different areas to contribute to achieving goals for the outcomes of children and their families. In fact, as noted in the CSA, the county has exceeded the federal standards in the following areas during October 2016 to December 2016:

- Maltreatment in Foster Care: < 8.5 per 100,000 days (1.24 per 100,000 days).
- Recurrence of Maltreatment: < 9.1 per 100,000 days (5.90 per 100,000 days).
- Permanency in 12 Months for Children Entering Foster Care: >40.5% (51.9%); this is, in fact, the fourth best percentage among all of California’s 58 counties.
- Timely Immediate Response: >90.0% (91.4%).
- Monthly Visits in Residence: >50.0% (77.3%).

### **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 a 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 that 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 their 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.

## Attachments

## Attachment A: 5 – Year SIP Chart

### Child Welfare

**Priority Outcome Measure or Systemic Factor:** 3-P4 Re-Entry to Foster Care in 12 Months: 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?

National Standard: 8.3%

CSA Baseline Performance: 11.9%

**Current Performance:** 11.9% – According to the Quarter 1, 2017, Static Data Extract 84 children entered foster care in a 12-month period and discharged within 12 months to reunification, or guardianship. Of those 84 children, 10 children re-entered foster care within 12 months of their discharge from foster care. (If a child re-enters foster care multiple times within 12 months of when they left, only the first re-entry into foster care is selected.)

**Target Improvement Goal:** San Mateo will reach 10.5% by 2019. San Mateo will reach 10.0% by 2020. San Mateo will reach 9.5% 2021. San Mateo will reach 9% by 2022. San Mateo will reach 8.3% or less by 2023.

**Priority Outcome Measure or Systemic Factor:** 3-P5 Placement Stability: Of all children who enter foster care in a 12-month period, what is the rate of placement moves per day of foster care?

National Standard: 4.12 per 1,000

CSA Baseline Performance: 4.74 per 1,000

**Current Performance:** 4.74 per 1,000 – Performance for this measure is the numerator (78, Q1, 2017 – San Mateo County) divided by the denominator, expressed as a rate per 1,000 days (16,468, Q1, 2017 – San Mateo County). The rate is multiplied by 1,000 to produce a whole number which is easier to interpret. A decrease in the rate per 1,000 days indicates an improvement in performance. The days in care and moves during the placement episodes are cumulative across episodes reported in the same year. Youth who turn 18 during the 12-month period do not have time in care beyond their 18th birthday or moves after their 18th birthday counted. (Children in care less than 8 days or who enter care at age 18 or more are excluded.)

In San Mateo County, children moved 4.74 number of moves from one placement to another placement during the 12-month period.

**Target Improvement Goal:** The goal is to increase the number of foster families each year beginning in 2018 by recruiting 20 new foster families for each SIP implementation year. By December 31, 2018, San Mateo County will have a minimum of five resource families. By December 31, 2019, San Mateo County will have 10 resource families. By December 31, 2020, San Mateo County will have 15 resource families. By December 31, 2021, San Mateo County will have 20 resource families. By December 31, 2022, San Mateo County will have 25 resource families.

## PROBATION

**Priority Outcome Measure or Systemic Factor:** P1 Permanency in 12 months: Of all children who enter foster care in a 12-month period, what percentage discharged to permanency within 12 months of entering foster care?

National Standard: 40.5%

CSA Baseline Performance: 39.1%

**Current Performance:** 39.1% From April 2015 to March 2016, nine of 23 (39.1%) of youth entering foster care in a 12-month period exited to permanency within 12 months of entering foster care.

**Target Improvement Goal:** By January 2019, San Mateo will have met the 40.5% National Standard and increase baseline performance on P1 to consistently meet the National standard by January 2021.

**Priority Outcome Measure or Systemic Factor:** Increase the number of resource families for probation youth in San Mateo County.

National Standard:

CSA Baseline Performance: Zero (0) Homes

Current Performance: Zero (0) Homes

**Target Improvement Goal:** By January 2019, San Mateo will have increased their resource homes by one (1) home.

<b>CWS Strategy 1:</b> Recruit an excellent workforce.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  P4-Re-enty into foster care  Systemic Factor: Increase social worker staff  <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review and analyze the Human Resource Social Worker recruitment and hiring process to identify opportunities for improving the process.	October 2017	June 2018	CFS Management Team
B. Utilizing the results of the analysis, develop a Recruitment Improvement Plan.	June 2018	March 2019	CFS Management Team County Human Resources
C. Review and monitor the County Workforce Succession Annual Report annually to identify emerging trends and challenges; develop a plan of action and update Recruitment Improvement Plan accordingly.	October 2018	October 2018 October 2019 October 2020 October 2021 October 2022	Human Services Manager CFS Management Team
D. In partnership with Human Resources, implement the Recruitment Improvement Plan.	April 2019	July 2019	Human Services Manager
E. Report the progress of the Recruitment Improvement Plan to administration and County Human Services on a bi-annual basis. Analyze findings and adjust the Human Resources and hiring practices as needed.	October 2019	April 2020 October 2020 April 2021 October 2021 April 2022 October 2022	Human Services Manager CFS Management Team

<b>CWS Strategy 2:</b> Develop and retain an excellent workforce.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P4-Re-enty into foster care Systemic Factor: Social Worker Retention <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop a plan to utilize Quality Assurance data (SafeMeasures, Business Information reports, etc.) at the social worker and supervisor/manager level that will build on social worker strengths, identify areas of growth, and enhance practices to better serve children, youth, and families.	October 2017	March 2018	Quality Assurance Manager CFS Management Team
B. Design, develop and implement a Transfer of Learning (TOL) program and incorporate into all-staff training.	October 2017	March 2018	Human Services Manager
C. Monitor and evaluate the TOL program by gathering qualitative feedback from social workers, supervisors, trainers and analyzing quantitative and performance data for progress.	April 2018	October 2020 October 2021 October 2022	Quality Assurance Manager
D. Create and utilize a strength-based supervision tool to communicate core competencies and share performance-based expectations monthly to all staff.	April 2018	October 2018	Human Services Manager Quality Assurance Manager
E. Train all staff to use available data for continuous individualized practices and overall program improvement.	April 2018	October 2018	Human Services Manager Quality Assurance Manager



F. Train supervisors on the use of the Supervision Tool and create policy regarding usage during supervision.	November 2018	March 2019	Human Services Manager Policy Management Analyst
G. On a quarterly basis monitor the Quality Assurance plan, utilizing feedback from social workers and supervisors as well as compliance data, and adjust if needed.	January 2019	January 2019/20/21/22/23 April 2019/20/21/22 July 2019/20/21/22 October 2019/20/21/22	Quality Assurance Manager CFS Management Team

<b>CWS Strategy 3:</b> Engage families in making decisions for their children and families to prevent out of home care, encourage timely reunification, prevent re-entry, and/or find timely permanency by strengthening the use of Child and Family Team (CFT) activities throughout the life of a case.	<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> P4-Reentry into foster care <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Continue CFT workgroups to finalize policy and procedures that address the new State requirements and to address implementation issues. The workgroups include partners from Behavioral Health and Recovery Services, Probation, the Health System, and other relevant stakeholders.	September 2017	September 2018	Human Services Manager
B. Develop an ongoing CFT Communication Plan to inform staff and partners of the purpose and benefits of CFTs that will support best practices in case planning, service delivery, and compliance with CFT timeline mandates.	October 2017	October 2020 October 2021 October 2022	Human Services Manager
C. Train staff and partners on the philosophy of CFT, teaming with families and partners, and the policies and procedures that will provide the structure for implementation and ongoing processes for CFT. Annual training will be provided to include new staff/partners and to support the CFT efforts of continuing staff/partners.	October 2017	October 2020 October 2021 October 2022	Human Services Manager
D. Develop a tracking process and accountability process to ensure full utilization of CFTs related to re-entry: <ul style="list-style-type: none"> <li>• # of monthly placements/ # of corresponding CFTs</li> <li>• # of monthly placement changes/ # of corresponding CFTs</li> <li>• # of monthly CFTs in Family Reunification Program</li> <li>• # of CFTs prior to Reunification/# of families reunified.</li> </ul>	October 2017	March 2018	Human Services Manager
E. Implement CFT Communication Plan.	March 2018	March 2018	Human Services Manager

F. Utilize the tracking process and accountability process to ensure full utilization of CFTs related to re-entry: <ul style="list-style-type: none"> <li>• # of monthly placements/ # of corresponding CFTs</li> <li>• # of monthly placement changes/ # of corresponding CFTs</li> <li>• # of monthly CFTs in Family Reunification Program</li> <li>• # of CFTs prior to Reunification/# of families reunified.</li> </ul>	March 2018	March 2019 March 2020 March 2021 March 2022 March 2023	Human Services Manager
G. We will review all re-entry cases quarterly to assess CFT utilization and teaming, as well as the services put into place and situations that occurred prior to re-entry. The goal is to determine if social workers are not only holding CFT meetings, but also utilizing them for engagement and teaming. To further this evaluation, we will determine if the services that have been put into place are a result of the CFT.	March 2018	March 2019 March 2020 March 2021 March 2022 March 2023	Human Services Manager
H. Develop an evaluation system to determine how CFTs are working from the perspective of participants, i.e. parents, youth, providers, etc.	October 2018	April 2018	Human Services Manager
I. Implement an evaluation system on how CFTs are working from the perspective of the participants.	April 2019	April 2019 April 2020 April 2021 April 2022	Human Services Manager

<b>CWS Strategy 4:</b> Implement a recruitment and retention plan to increase the number of Resource Families available to meet the specific needs of children and youth in care.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5-Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Review and analyze the Foster Parent Tracking System Resource Families recruitment, application approval and retention process; identifying areas of improvement and opportunities to expand outreach efforts.	July 2017	January 2018	RFA Manager RFA Supervisor RFA Recruiter
B. Secure contract with Binti System and provide training to staff on how to use the application tracking and monitoring features.	August 2017	October 2017	RFA Manager RFA Supervisor
C. Update foster parent recruitment and retention policies and procedures.	January 2018	June 2018	RFA Manager RFA Supervisor RFA Recruiter
D. Implement a coaching program to support foster parents.	March 2018	December 2018	RFA Manager RFA Supervisor RFA Recruiter Training Manager
E. Staff training on revised policies and procedures.	June 2018	December 2018	RFA Manager RFA Supervisor RFA Recruiter
F. On a quarterly basis, monitor the recruitment, approval and retention efforts, and update the recruitment plan, policies and procedures as needed.	July 2018	Ongoing	RFA Manager RFA Supervisor RFA Recruiter

			Foster Parent Association
G. Implement new processes for foster parent recruitment and retention in partnership with CFS Leadership Team, Foster Parent Association, Help One Child, CASA, Foster the Bay, Medical Hospital Consortium, and Faith-Based community.	December 2018	January 2019 January 2020 January 2021 January 2022	RFA Manager RFA Supervisor RFA Recruiter
H. Assess and evaluate parent recruitment, application approval and retention processes and revise procedures as needed.	January 2020	June 2020	RFA Manager RFA Supervisor RFA Recruiter

<b>CWS Strategy 5:</b> Enhance the already existing Quality Assurance Activities to move from Quality Assurance to Continuous Quality Improvement through utilization of the dashboard including data extraction, analysis, discussion and planning.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Systemic Factor – QA System <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Pilot group of staff initiate a soft launch of dashboard including fixing anomalies and adjusting the dashboard to meet CFS needs.	December 2017	December 2017	Quality Assurance Manager CFS Management Team
B. Policy and procedure review of existing QA policies and procedures and revise or newly create to meet CQI needs.	December 2017	February 2018	Quality Assurance Manager CFS Management Team
C. A tracking process and accountability process developed to ensure full utilization of the dashboard.	January 2018	March 2018	Quality Assurance Manager CFS Management Team
D. An evaluation system developed to determine CQI progress from user participant perspectives.	January 2018	March 2018	Quality Assurance Manager CFS Management Team
E. Train all staff on the use of the dashboard to include data entry, output review and policy and procedures. Train staff on the CQI process including how dashboard implementation changes processes.	January and March 2018	March 2018	Quality Assurance Manager CFS Management Team Human Services Manager
F. Dashboard goes live with all staff utilizing.	March 2018	March 2018	Quality Assurance Manager CFS Management Team CFS staff
G. Case reviewers meet with social workers and supervisors for debrief and create	April 2018	April 2018	Quality Assurance Manager

findings/report to include analysis of the information obtained through the formal case review, the debriefing and the dashboard findings. Findings will be presented to all levels of staff in the agency, i.e. Social Workers, Supervisors, Managers, and the Director at quarterly management and/or regional staff meetings.			
H. If a trend is identified, the CFS Management team will be responsible for evaluating the trend and making appropriate changes within the organization.	May 2018	June 2018	Quality Assurance Manager CFS Management Team  CFS staff



<b>Probation Strategy 1:</b> Implement Resource Family Approval (RFA)	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P1 – Permanency within 12 months <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Convene a workgroup that will meet periodically to review best practices on RFA.	June 2018	September 2019	Director of Juvenile Services
B. Analyze current practices in place and identify gaps and potential barriers for implementation of RFA.	June 2018	September 2019	Juvenile Probation Services Manager I
C. Develop a plan to approve identified families through the RFA Process.	January 2019	September 2019	Director of Juvenile Services Juvenile Probation Services Manager I
D. Train staff on types of placements and the RFA process.	March 2019	June 2019	Juvenile Probation Services Manager I
E. Implement RFA Plan	June 2019	March 2020	Juvenile Probation Services Manager I
F. Apply for and evaluate how to utilize a portion of the Foster Parent Recruitment, Retention and Support (FPRS) funding.	August 2017	August 2018 August 2019 August 2020 August 2021 August 2022	Management Analyst
G. Develop and implement an evaluation strategy for monitoring this strategy, which measures a baseline and then evaluates the number of Resource Family homes approved for placement.	June 2019	June 2020 June 2021 June 2022 June 2023	Director of Juvenile Services, Juvenile Probation Services Manager I, and Management Analyst

<b>Probation Strategy 2:</b> Increase engagement with families in the case planning process through CFT meetings, placement orientation and other methods to be determined	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> P1 Permanency within 12 months <input type="checkbox"/> <b>Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.</b>	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Further develop family engagement policy and protocols for parent orientation, CFTs and inclusion of parents in the case plan process.	March 2018	January 2019	Juvenile Probation Services Manager I
B. The family engagement team will continue to meet monthly.	March 2018	January 2019	Juvenile Probation Services Manager I
C. Develop an implementation plan, which includes a plan for training staff.	January 2019	May 2019	Juvenile Probation Services Manager I
D. Train staff on engagement models, community resources, and CFTs.	March 2019	May 2020	Juvenile Probation Services Manager I
E. Implement strategy.	March 2020	March 2021	Director of Juvenile Services and Juvenile Probation Services Manager I
F. Develop and implement evaluation plan to monitor this strategy that will evaluate the number of parents successfully engaged in reunification and the number of parents enrolled in services. This will include tracking the number of parents participating in orientation meetings and CFT's.	January 2018	January 2019 January 2020 January 2021 January 2022 January 2023	Director of Juvenile Service, Juvenile Probation Services Manager I, and Management Analyst

CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Worksheet 1

ATTACHMENT B

(1) DATE SUBMITTED: 3/5/18 (2) DATES FOR THIS WORKBOOK 1/1/17 thru 6/30/18  
(4) COUNTY: San Mateo County (5) PERIOD OF SIP: 3/5/18 thru 3/4/23 (6) YEARS: 1

(3) DATE APPROVED BY OCAP  
Internal Use Only

(7) <u>ALLOCATION</u> (Use the latest Fiscal or All County Information Notice for Allocation):	CAPIT: \$	200,885	CBCAP:	\$28,828	PSSF:	\$368,658
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No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	School Linked Services counseling		Cabrillo		\$18,000		\$0		\$0	\$72,000	\$0	\$0	\$72,000		\$0		\$90,000
2	DV Housing and support	Direct Service	CORA		\$10,000		\$28,828		\$0	\$0	\$0	\$0	\$0		\$6,172	Birth Cert.	\$45,000
3	Our Second Home/ parent education		DCPP		\$30,000		\$0		\$0	\$0	\$0	\$0	\$0		\$4,000	Kids Plate	\$34,000
4	Parent Partnership		Edgewood		\$30,000				\$0	\$0	\$0	\$0	\$0		\$3,106	Birth Cert.	\$33,106
5	Parent education/leadership development		Family Connections		\$60,000				\$0	\$0	\$0	\$0	\$0				\$60,000
6	Head Start/Early Head Start case management		IHSD		\$15,885				\$27,194	\$0	\$0	\$0	\$27,194		\$1,921	Birth Cert.	\$45,000
7	Family Preservation Coastside		Puerta de la Costa		\$18,000				\$72,000	\$0	\$0	\$0	\$72,000		\$0		\$90,000
8	Teen Parenting Education, Prevention		Rape Trauma Services		\$19,000		\$0		\$0	\$0	\$0	\$0	\$0		\$31,000	Kids Plate/Birth Cert	\$50,000
9	Community Schools		Redwood City Community School		\$0		\$0		\$0	\$50,000	\$0	\$0	\$50,000		\$0		\$50,000
10	Adoptions Education Support		Human Service Agency		\$0		\$0		\$0	\$0	\$0	\$73,732	\$73,732		\$0		\$73,732
11	TLFR Transportation Services		Human Service Agency		\$0		\$0		\$0	\$0	\$73,732	\$0	\$73,732		\$0		\$73,732
12	Administrative/CAPC		Shared Vision		\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$26,000	Birth Cert.	\$26,000
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0

CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Worksheet 1

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	<u>CAPIT</u>		<u>CBCAP</u>		<u>PSSF</u>						<u>OTHER SOURCES</u>	<u>NAME OF OTHER</u>	<u>TOTAL</u>
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1 -G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
	Totals				\$200,885		\$28,828		\$99,194	\$122,000	\$73,732	\$73,732	\$368,658		\$72,199		\$670,570
									27%	33%	20%	20%	100%				

## Attachment C: CAPIT/CBCAP/PSSF Program and Evaluation Description

### PROGRAM DESCRIPTION

School Linked Services (SLS) Counseling Program

#### SERVICE PROVIDER

Cabrillo Unified School District

#### PROGRAM DESCRIPTION

SLS serves families/students in four schools in the Half Moon Bay, El Granada, and Montara areas. SLS provides intake, assessment, referral, individual, group and family counseling to school age (five to thirteen year old) children and families who are struggling or are in crisis and are unable to access or do not qualify for any other counseling services. The goal of this service is to improve the family members' functioning in the family, community and school and to develop positive parenting child rearing competency.

#### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Behavior Health, mental health services
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Behavior Health, mental health services
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for parent education/support, and mental health services located in high need communities on the coast (page 27, 39, 43, 156, and 205 of the CSA).

#### TARGET POPULATION

The District serves a high population of migrant students. The target population does not meet the criteria for CPS or county mental health services and are struggling or are in crisis in school. There are no coast side based non-profits serving this population within the school site. This population is to include any school aged child between the ages of 5 and 13 which is identified by Student Study Team process, the school psychologists, school staff, county agencies and self/friend/ family referral.

## TARGET GEOGRAPHIC AREA

The Cabrillo Unified School District (CUSD), along the Pacific Coast encompasses an area of approximately 135 square miles (including the communities of Half Moon Bay, El Granada, Moss Beach and Montara). CUSD operates four elementary schools, one intermediate school, one high school, a continuation school and an adult education program. The Coastside is separated by a mountain range both northbound and eastbound thus making access to services in either the Peninsula or San Francisco very difficult for families with limited transportation. This program provides direct services within the school sites and on occasion in the homes of the families that need it the most.

## TIMELINE

Services began in July 1, 2013, and will continue until June 30, 2018.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Children's social and emotional development needs are met	80% of students who will show improvement in participation in all required school-related activities throughout the day and handle classroom stressors appropriately as measured by post-test	Pre and post-test completed by teacher and parents (same assessment)	quarterly

### Quality Assurance (QA) Monitoring

Provider reports that include engagement numbers as well as outcomes	Quarterly First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Site Visits			

### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Participant surveys	At the end of treatment	Surveys reviewed by program staff	Problem areas addressed by staff, as appropriate to resolve issues and ensure

			continuous improvement	quality
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## PROGRAM DESCRIPTION

Housing and supportive services for children and victims of domestic violence

### SERVICE PROVIDER

Community Overcoming Relationship Abuse (CORA)

### PROGRAM DESCRIPTION

CORA provides temporary residence and a transitional housing program for up to two years. Programs include in-depth intake assessment of children that evaluates physical and emotional development, age-appropriate safety planning activities, in-depth intake assessment of parents, parent education using *Building Emotional Understanding* curriculum, and information and referral. Services are provided to survivors of domestic violence and their children in San Mateo County.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Behavior health, mental health services, , Early childhood services, domestic violence services
CBCAP	Parent Education
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	Children's Trust Fund

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

Lack of domestic violence services in the County (pages 27, 156, and 205, of the CSA).

### TARGET POPULATION

This program serves San Mateo County's parents who have been victims of domestic violence and their children.

### TARGET GEOGRAPHIC AREA

This program serves all of San Mateo County as CORA is the only domestic violence organization in the county.

### TIMELINE

Services began in July 1, 2013, and will continue until June 30, 2018

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	80% of parents that participate in <i>Building Emotional Understanding</i> parent classes will learn tools for resolving children's negative behaviors and will indicate reduced parenting stress	Pre & Post Parent Survey	Completed by participants at program entry & exit
Families have concrete support in times of need	80% Of the families exiting the Housing Program, will exit into safe, alternative housing	Families that obtain housing	Tracked at program exit

### Quality Assurance (QA) Monitoring

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants at exit interview conducted before departure	CORA managers review the survey information to improve services as client feedback indicates	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

## PROGRAM DESCRIPTION

### PROGRAM NAME

Our Second Home

### SERVICE PROVIDER

Daly City Peninsula Partnership Collaborative (DCPPC)

### PROGRAM DESCRIPTION

DCPPC provides prevention programming for families with young children primarily ages 0 to 5 through their "Our Second Home" program, a community center dedicated to the needs of children and the adults in their lives. Direct services include information and referral services; parenting workshops on positive parenting topics; and a 6-week series on "Building Emotional Understanding".

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	parent education workshops and child care
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	Children's Trust Fund

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for more parenting classes and more services in other languages, especially Tagalog.

### TARGET POPULATION

Low Income, English Language Learner (ELL) and at-risk populations; Clients referred or served by Child Welfare or Probation; Referrals from Differential Response Team; School and physician referrals. Partner with a local community based organization(s) as a mean of providing outreach to the Filipino community. This organization specializes in working with the Filipino community.

### TARGET GEOGRAPHIC AREA

Daly City community -94014- 94015 zip codes and other North County cities: South San Francisco 94080; Pacifica, 94044; and San Bruno, 94066.

### TIMELINE

Services began in July 1, 2013, and will continue until June 30, 2018.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
*Increased knowledge of parenting and child developments	* 70% of the parents will report an increase in parent knowledge of effective limit-setting, non-violent discipline, and positive communication strategies.  75% of parents will report an intent to incorporate new strategies into daily practice.	* Pre and post survey developed in house	*Completed by participants at the end of the workshop or parenting series

### Quality Assurance (QA) Monitoring

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Workshop and parenting series curriculum parent satisfaction surveys. Random client satisfaction calls made	Completed by participants after each parenting class or series	Surveys reviewed after each session/ series	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

## PROGRAM DESCRIPTION

### PROGRAM NAME

Edgewood Collaborative Parent Partnership

### SERVICE PROVIDER

Edgewood Center for Children and Families

### PROGRAM DESCRIPTION

The Collaborative Parent Partnership Program aims to enhance parenting and leadership skills of families in the community as well as cases that have been closed with Children and Family Services. These families have or are receiving treatment in the Collaborative program. The family partner program utilizes a parent mentor coaching model, to increase family stability, prevention of future incidents of child abuse, and positive system impact regarding the goal of maintaining children in their homes. Activities provided by the parent mentor include family team meetings, parenting support groups and skill building, and peer support that models skills in the moments when working directly with parents/caregivers and their children.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Parent education, parent leadership training, peer support
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	Children's Trust Fund

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for more parent education and support services.

### TARGET POPULATION

Parents/families of children who are victims of crime and abuse/neglect, referred from the child welfare system with substantiated cases. Parents of young children and children with mental health disabilities, and isolated families struggling with issues of immigration, poverty, community and domestic violence. Also, within these areas of focus, specific attention will be given to engaging the Latino community.

**TARGET GEOGRAPHIC AREA**

Geographically target populations will be served throughout San Mateo County, with priority and outreach focused specifically on the underserved areas of the Coast and East Palo Alto. Needs in these two communities include high levels of domestic violence, multiple contacts with child welfare, high levels of poverty, stigma regarding behavioral health, and distrust of service providers.

**TIMELINE**

Services began in July 1, 2013, and will continue until June 30, 2018.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	<p>80% Percentage of parents receiving coaching support will report an increased understanding and utilization of positive parenting and discipline skills after 6 months</p> <p>80% Percentage of parents who attend parent leadership training will report an increase in personal skills in the areas of conflict management, positive communication and self-advocacy</p>	Pre & Post Parent Survey developed in house	Completed by participants at program entry & exit

Quality Assurance (QA) Monitoring			
<p>Provider reports that include engagement numbers as well as outcomes</p> <p>Site Visits</p>	<p>Quarterly</p> <p>First year and ongoing as needed</p>	<p>Reports reviewed by CFC Liaison and data analyst</p> <p>Provide technical assistance as needed</p>	<p>Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement</p>

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction/Evaluation survey	Collected at the end of each individual workshop as well as a comprehensive evaluation for feedback at the end of the series/services	Surveys reviewed after each session	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement



## PROGRAM DESCRIPTION

### PROGRAM NAME

Parent preschool and parent education/leadership development program.

### SERVICE PROVIDER

Family Connections

### PROGRAM DESCRIPTION

Family Connections provides a parent participation preschool and parent education/leadership development program for low-income families with children 0-5 years old. Parents learn positive parenting skills and their children develop the skills necessary to succeed in Kindergarten and beyond. Parents and children receive additional supports based on needs determined through initial intake, screenings and assessments. There is a particular emphasis on father/male caregiver involvement as it is a direct link to positive child outcomes. These services are provided in Spanish.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Parent education services, parent leadership
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

Meets the CSA-identified need for more parenting education and support especially in high needs areas and in different languages.

### TARGET POPULATION

Many Family Connections families are immigrants; often new to this country and isolated far from home. The population served is 88% Latino. Sites include eastern Menlo Park, East Palo Alto, and the North Fair Oaks neighborhood of unincorporated Redwood City. Each of these communities has large Spanish speaking populations.

### TARGET GEOGRAPHIC AREA

East Palo Alto, eastern Menlo Park, and the North Fair Oaks community in Redwood City

**TIMELINE**

Services began in July 1, 2017, and will continue until June 30, 2018.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	85% of parents that will show an increase in parenting skills, understanding of early childhood development and positive discipline skills	Pre & Post Parent Survey	Completed by parents at the end of the school year

**Quality Assurance (QA) Monitoring**

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Annually at the end of the school year	Surveys reviewed after each school year	Family Connections staff modify, improve or add additional programs and services

## PROGRAM DESCRIPTION

### PROGRAM NAME

Teen Parenting Education, Family Support and Counseling

### SERVICE PROVIDER

Rape Trauma Services

### PROGRAM DESCRIPTION

Provide trauma informed counseling and psych-education groups to teen age parents, high-risk low-income youth, and immigrant parents for the prevention and intervention of child abuse. Facilitate community outreach events regarding prevention of child abuse and neglect.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Behavior health, mental health services, parent education; youth program
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	Children's Trust Fund

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for parent education/support and mental health services located in high need communities.

### TARGET POPULATION

This program targets low-income teenage parents with children 5 years and under, at-risk male and female students attending Garfield Elementary school. Low-income immigrant parents and family members living in South Redwood City, Fair Oaks, Garfield Community, who have experienced sexual trauma.

### TARGET GEOGRAPHIC AREA

Low-income underserved communities within San Mateo County. Redwood Continuation High School, Fair Oaks and Garfield communities.

### TIMELINE

Services began July 1, 2013, and will continue through July 1, 2018.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Children's social and developmental needs are met	100% of survivors feel supported, understood & less isolated	Pre & post-tests, assessments and individual info gathered from therapists	Quarterly
Increased knowledge of parenting and child development	90% of participants will learn about the services RTS provides and how to utilize RTS as a resource  85% of participants will increase ability to understand trauma and cycles of violence and perform useful intervention	Pre & post tests	Quarterly

### Quality Assurance (QA) Monitoring

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Workshop evaluation/survey	Completed after each training or workshop	Surveys reviewed after each session	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

## PROGRAM DESCRIPTION

### PROGRAM NAME

Adoption Education/Support

### SERVICE PROVIDER

San Mateo County Human Services Agency – Adoptions Program

### PROGRAM DESCRIPTION

Adoption Promotion and Support Funds are used to PSSF Adoption Promotion and Support Funds are used to conduct Adoption Education Group Meetings. Meetings are scheduled during evening hours to make it possible for working parents to attend and child care is available. A variety of presentation and discussion topics are included that assist foster parents and post adoptions parents in dealing with adoptions issues. The classes are targeted to post-adoptive parents.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Parenting education
OTHER Source(s): AB 2994	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for parent education and support services as well as provide services in the community to preserve family stability.

### TARGET POPULATION

Parents of adopted children and youth.

### TARGET GEOGRAPHIC AREA

San Mateo County and immediate surrounding counties. Many, but not all families, reside in San Mateo County.

### TIMELINE

Services began in July 1, 2016, and will continue until June 30, 2018.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development; specific to the needs of adoptions	80% of parents will report an increase in their adoptions knowledge and will increase in their level of parenting skills	Paper-based Pre & Post Parent Survey	Completed by participants at the end of each session

### Quality Assurance (QA) Monitoring

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants after each parenting class or end of session	Surveys reviewed after each session	Problem areas addressed by staff and trainer as appropriate to resolve issues and ensure continuous quality improvement

## PROGRAM DESCRIPTION

### PROGRAM NAME

Head Start/Early Head Start Program

### SERVICE PROVIDER

Institute for Human and Social Development

### PROGRAM DESCRIPTION

The mission of the Institute for Human and Social Development, Inc. (IHSD) is to provide excellent comprehensive child development and support services to the highest need children 0 through 5 years old and their families in partnership with the community of San Mateo County. The program will provide high quality early care and child development services through infant and preschool centers located in Half Moon Bay (Moonridge Child Development Center and Half Moon Bay Child Development Center). Families will also receive home-visits and parent-teacher conferences. All families will be assigned a family advocate who will case manage the families and can voluntarily participate. They will have an opportunity to develop Family Partnership Goals and receive resources and support.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	home visiting (0 to 5), early childhood services
CBCAP	
PSSF Family Preservation	Parent education and support, case management, counseling
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	Children's Trust Fund

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for parent education and support especially on the coast.

### TARGET POPULATION

IHSD aims to serve children and families that are at-risk, low income with children between the ages of 0-5 living on the coast. Currently, there is a lack of direct services available to the families that live in this region.

### TARGET GEOGRAPHIC AREA

IHSD will be providing services to the rural regions on the coast. These coastal areas include Half Moon Bay and Pescadero.

**TIMELINE**

Services began July 1, 2013, and will continue until June 30, 2018.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	80% of the parents who received training, will report they know how to parent their children positively and are utilizing techniques that they learned from their trainings with their children  80% of participating families who have appropriate and necessary support services identified and attained	Pre & post survey developed in house	Quarterly

**Quality Assurance (QA) Monitoring**

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Client satisfaction will be determined through the use of a parent survey.	This survey will be distributed at the end of the year	Analyzed upon receipt	The results of this survey will be summarized and used during the programs planning period at the beginning of the year. Trainings and all other services will be altered if they did not meet target



## PROGRAM DESCRIPTION

### PROGRAM NAME

Child Abuse Prevention and Family Preservation Services

### SERVICE PROVIDER

Puente de la Costa Sur

### PROGRAM DESCRIPTION

Puente provides family preservation services through case management to the unincorporated areas of Pescadero, La Honda, San Gregorio and Loma Mar. Services include child abuse prevention education; early identification of children and adolescents at risk; case management services including assessment, development of a family service plan, and linkages to services; individual and group counseling; and as well as crisis response services for students, teachers, and principals which is not supported through OCAP funding.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	Behavior health, mental health, parent education
CBCAP	
PSSF Family Preservation	Behavior health, mental health, parent education
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for parent education and mental health services located in high need communities on the coast.

### TARGET POPULATION

Most of the population served are migrant workers with little or no schooling and most adults cannot read or write in Spanish or English. Many adults and children have experienced trauma crossing the borders, are coming from trauma based families, are victims of domestic violence, and have been separated from family members and children for long periods of time. In La Honda, most individuals served are low income Anglos, many third or fourth generation residents with family histories of drug and alcohol use. Many families have children ages 0-5, school-aged children and parents with mental or physical health issues, and adolescents at risk of bullying, child and sexual abuse, or domestic violence.

**TARGET GEOGRAPHIC AREA**

Puente provides 99% of all school based counseling services at three campuses in La Honda and Pescadero, home visits, and services at our office sites in La Honda and Pescadero.

**TIMELINE**

Services began in July 1, 2013, and will continue until June 30, 2018.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parent Education: Increased knowledge of parenting and child development	70% of participants will report improved family functioning and child well-being and safety through survey administered by the Contractor	Pre & Post test developed in house	Quarterly
Counseling:	70% of participants who attended four or more sessions will report a decrease of symptoms	Pre & Post test –Beck's Depression Inventory	Quarterly

**Quality Assurance (QA) Monitoring**

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	All educational groups targeting child-abuse awareness, and domestic violence awareness will receive a client satisfaction survey at the end of the workshop	Surveys reviewed after each session in which the individual participated	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

## PROGRAM DESCRIPTION

### PROGRAM NAME

Community Schools

### SERVICE PROVIDER

Redwood City School District

### PROGRAM DESCRIPTION

The Redwood City Community Schools' project will fulfill the needs of the Department by staffing, overseeing and coordinating an array of programs and opportunities housed in the school sites that strengthen and support families and reduce the likelihood of child abuse and neglect. Specifically this project will address the following priority service areas of: (a) improving parenting skills and capacities to reduce future risk of maltreatment; (b) improving information and outreach to partners and communities; (c) providing public awareness and education regarding prevention of child abuse and neglect; (d) improving family access to formal and informal resources.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Family resource center: parent education; basic needs, concrete supports
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

The program meets the CSA-identified need for more parenting classes and more services in different languages, particularly Spanish in our southern region.

### TARGET POPULATION

Six community schools where the vast majority of students are Hispanic/Latino and come from primarily Spanish speaking households. The low-income status of the majority of the students is reflected in the very high proportion of students eligible for the federal free/reduced-price meal program (over 85%). The schools serve students from 5 to 13 years old.

### TARGET GEOGRAPHIC AREA

Redwood City School District (RCSD)

**TIMELINE**

Services began July 1, 2013, and will continue until June 30, 2018.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	80% of parents will know how to guide child's behavior and will know where to go for information and advice on helping their child to learn	Pre and Post survey developed in house	Quarterly
Families have concrete support in times of need	Parents will be able to find services to meet their needs	Pre and Post survey developed in house	Quarterly

**Quality Assurance (QA) Monitoring**

Provider reports that include engagement numbers as well as outcomes  Site Visits	Quarterly  First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
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**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Service surveys	At the end of workshops and as applicable	Reviewed by staff	Survey results are discussed and plans will be created to address concerns or improvement needs

## PROGRAM DESCRIPTION

### PROGRAM NAME

Family Reunification - Transportation Services

### SERVICE PROVIDER

Human Services Agency Children and Family Services (CFS) – Family Reunification (FR)

### PROGRAM DESCRIPTION

The goal of the CFS FR Program is to help reunify families whose children have been placed in out of home care with a court-approved goal of reunification. Currently, PSSF-TLFR are used to provide transportation services to youth and parents to various activities, including court proceedings, therapy and visitation. This service helps to engage families in the reunification process. Every effort is made to provide bi-lingual services when appropriate.

### FUNDING SOURCES

Source	List Funded Activities
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	Transportation Services
PSSF Adoption Promotion and Support	
OTHER Source(s):	

### IDENTIFY PRIORITY NEED OUTLINED IN CSA

There is a lack of transportation services. There are challenges facilitating visitation and developing strong relationships especially for children out of county.

### TARGET POPULATION

Abused and neglected children and their parents who are receiving reunification services.

### TARGET GEOGRAPHIC AREA

San Mateo County and counties where family members live.

### TIMELINE

Services began in July 1, 2013, and will continue until June 30, 2018.

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
No specific outcome has been identified for this service			

Quality Assurance (QA) Monitoring			
Provider reports that include engagement numbers as well as outcomes Site Visits	Quarterly First year and ongoing as needed	Reports reviewed by CFC Liaison and data analyst  Provide technical assistance as needed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

#### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Information received from social workers	Ongoing	Information is shared with transportation staff	Adjustments are made as needed

# Attachment D: Notice of Intent

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY      CALIFORNIA DEPARTMENT OF SOCIAL SERVICES  
BOS NOTICE OF INTENT  
THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

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

PERIOD OF PLAN (MM/DD/YY): **3/5/2018** THROUGH (MM/DD/YY) **3/5/2023**

### 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

**Dave Pine**

**President**

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/>

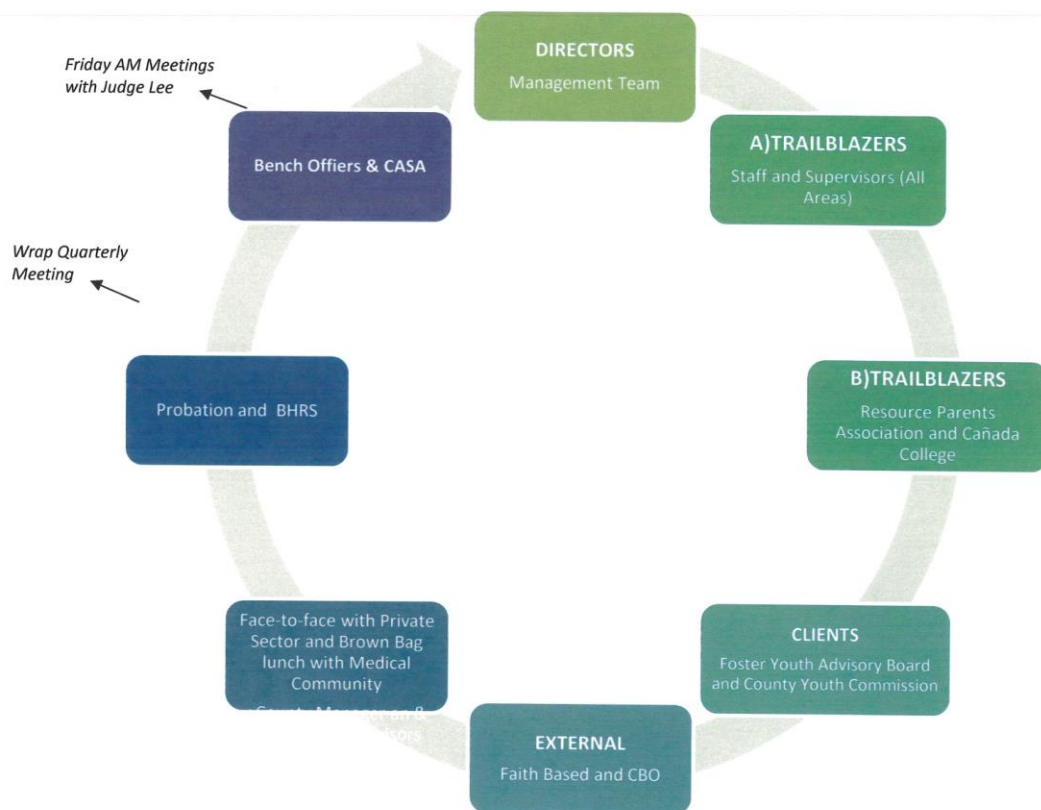
## Attachment E: Resolution Designating the CAPC



## Attachment F: Resolution Designating the CCTF

# Attachment G: Foster Parent Recruitment and Retention Strategic Plan

## Foster Parent Recruitment and Retention Strategic Plan



## Attachment H: Document Indicating Board of Supervisors (BOS) Approval