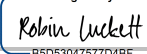
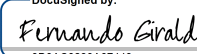
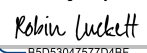


## California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report 

County	Santa Cruz
SIP Period Dates	July 1, 2020 – July 1, 2025
Outcome Data Period	Q4 2019
<b>County Child Welfare Agency Director</b>	
Name	Robin Luckett
Signature*	<small>DocuSigned by:</small>  <small>B5D53047577D4BF</small>
Phone Number	<small>B5D53047577D4BF</small> (831) 454-4062
Mailing Address	P.O. Box 1320 Santa Cruz, CA 95061
<b>County Chief Probation Officer</b>	
Name	Fernando Giraldo
Signature*	<small>DocuSigned by:</small>  <small>9D9AC8230A87443</small>
Phone Number	<small>9D9AC8230A87443</small> (831) 454-3207
Mailing Address	PO Box 1812 Santa Cruz, CA 95061
<b>Public Agency Designated to Administer CAPIT and CBCAP</b>	
Name	Robin Luckett
Signature*	<small>DocuSigned by:</small>  <small>B5D53047577D4BF</small>
Phone Number	<small>B5D53047577D4BF</small> (831) 454-4062
Mailing Address	P.O. Box 1320 Santa Cruz, CA 95061
<b>Board of Supervisors (BOS) Signature</b>	
BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

\*Signatures must be in blue ink

Children and Family Services Division  
 Outcomes and Accountability Section  
 California Department of Social Services  
 744 P Street, MS 8-12-91  
 Sacramento, CA 95814

## Contact Information

Child Welfare Agency	Name	Robin Luckett
	Agency	Human Services Department, Family & Children's Services
	Phone & E-mail	(831) 454-4062 <a href="mailto:robin.luckett@santacruzcounty.us">robin.luckett@santacruzcounty.us</a>
	Mailing Address	P.O. Box 1320, Santa Cruz, CA 95061
Probation Agency	Name	Robert Doty
	Agency	Probation Department – Juvenile Division
	Phone & E-mail	(831) 454-3886 <a href="mailto:robert.doty@santacruzcounty.us">robert.doty@santacruzcounty.us</a>
	Mailing Address	P.O. Box 1812, Santa Cruz, CA 95061
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Najeeb Kamil
	Agency	Human Services Department, Family & Children's Services
	Phone & E-mail	(831) 454-4393 <a href="mailto:najeeb.kamil@santacruzcounty.us">najeeb.kamil@santacruzcounty.us</a>
	Mailing Address	P.O. Box 1320, Santa Cruz, CA 95061
CBCAP Liaison	Name	Najeeb Kamil
	Agency	Human Services Department, Family & Children's Services
	Phone & E-mail	(831) 454-4393 <a href="mailto:najeeb.kamil@santacruzcounty.us">najeeb.kamil@santacruzcounty.us</a>
	Mailing Address	P.O. Box 1320, Santa Cruz, CA 95061
PSSF Liaison	Name	Najeeb Kamil
	Agency	Human Services Department, Family & Children's Services
	Phone & E-mail	(831) 454-4393 <a href="mailto:najeeb.kamil@santacruzcounty.us">najeeb.kamil@santacruzcounty.us</a>
	Mailing Address	P.O. Box 1320, Santa Cruz, CA 95061

# California - Child and Family Services Review

## System Improvement Plan

2020-2025



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## Introduction

The Santa Cruz County divisions of Family and Children’s Services (FCS) and Juvenile Probation Department (JPD) are developing a System Improvement Plan (SIP) that outlines strategies to improve outcomes for children and families from 2020 through 2025. The SIP is one of three components of an evaluation and planning process mandated by AB 636, the Child Welfare System Improvement and Accountability Act of 2001.

AB 636 mandates that every county undergo a self-assessment, qualitative case review process, and system improvement plan every five years. It shifts child welfare services and juvenile probation to a more outcomes-based system and promotes key reforms, such as working more actively with the community, sharing responsibility for child safety, strengthening families, and assuring the fairness and equity of service delivery and outcomes. In collaboration with key partners, FCS and JPD analyze performance on critical child and family outcomes and develop plans to build on systemic strengths and address challenges. These outcomes are measured using data from the statewide child welfare database.

In February 2020, Santa Cruz County completed its County Self-Assessment (CSA) which analyzed outcome data trends, reviewed program initiatives, and engaged a wide array of stakeholders to identify key strengths, challenges, and areas of improvement for the county’s child welfare and juvenile probation systems. The focus of the CSA was P1 Permanency in 12 months for children entering foster care and the 2020-2025 SIP will be addressing this CFSR-3 measure. Building on the findings of the CSA, the SIP is focused on improving the following outcome goal:

To increase timely, safe permanency for children and youth in out-of-home care.

Santa Cruz also seeks to impact racial disparity through the SIP strategies. Given the continued and significant overrepresentation of children of color in foster care and juvenile probation, especially African American, Native American, and Latino children, Santa Cruz views improvement efforts from the framework of racial equity. Integral to the SIP is a commitment to addressing disparities and inequities in the workplace, in service interventions to children, youth and families, and in partnerships with the community. This may take the form of:

- Raising awareness of implicit and explicit biases in individuals, policies and agency culture that may negatively impact permanency outcomes.
- Promoting a workplace culture committed to inclusion, equity and belonging.
- Aligning policies, procedures, and practices with principles of fairness and equity to better serve populations harmed by historic trauma, systemic racism, and prejudice.

Throughout 2019, the CSA stakeholder engagement process, which included a 4-day Peer Review and over 20 Focus Group sessions, identified 18 categories of strengths, challenges, and areas of improvement. In December 2019, the Santa Cruz SIP Steering Committee—comprised of representatives from partner county agencies, community-based organizations, and service providers—participated in a facilitated session to prioritize the stakeholder suggestions based on feasibility, effectiveness, and impact on improving permanency outcomes. This vetting process highlighted five priority areas that were considered central to improving permanency outcomes:

- Strengthen Family, Youth & Community Engagement
- Improve Teaming & Collaboration
- Build Placement Capacity to Meet Demand
- Promote Timely Permanency
- Bolster Prevention Efforts

Based on these themes, the following SIP strategies were developed. These core approaches form the framework of the SIP, giving focus and pathway to the next five years of system improvement in Santa Cruz county. Taken together, they reflect an interconnected array of strategies to improve outcomes for children, youth, and families, from early intervention and prevention through aftercare.

<b>SANTA CRUZ SIP STRATEGIES 2020 - 2025</b>	
<b>CHILD WELFARE SERVICES</b>	<b>JUVENILE PROBATION</b>
<b>1. Improve Father Engagement</b>	<b>1. Improve Support for Probation Parents</b>
<b>2. Enhance Services to Birth Parents</b>	<b>2. Implement ICPM Principles, Values &amp; Behaviors</b>
<b>3. Strengthen Implementation of ICPM</b>	<b>3. Enhance Use of Prevention Services</b>
<b>4. Increase Placement Capacity</b>	
<b>5. Expand Prevention Services</b>	
<i><b>Informed by:</b> CSA/SIP Committee; Focus Group; Peer Review; SIP Steering Committee Priority; CRC Permanency Report; 2015 SIP Rollover</i>	

## SIP Narrative

### C-CFSR Team And Core Representatives

This segment outlines the membership of the C-CFSR team and Core Representatives of Santa Cruz' stakeholder community. In addition, it describes the modified process of stakeholder engagement applied while the county was responding to various crises.

#### **C-CFSR Team**

##### *Family & Children's Services Partners:*

- Robin Luckett (current) / Keith D. Bostick (former) / Abby Wexler (former), Director of Family and Children's Services
- Najeeb Kamil, Senior Analyst, Family and Children's Services (CAPIT/CBCAP/PSSF Liaison)
- Melissa Delgadillo, Program Manager, Family and Children's Services
- Stephanie Vikati, Program Manager, Family and Children's Services
- Kelli Kopeck, Program Manager, Family and Children's Services
- Marlo Preis, Senior Analyst, Family and Children's Services
- Deborah Bresnick, Quality Improvement Manager, Performance & Evaluation

##### *Juvenile Probation Partners:*

- Rob Doty, Division Director, Juvenile Probation
- Lori Feldstein, Assistant Division Director, Juvenile Probation
- Peter Grassi, Placement Unit Supervisor, Juvenile Probation

##### *Consultation Partners:*

- Leslie Ann Hay, Hay Consulting
- Victoria Bueno, CDSS Office of Outcomes and Accountability
- Kiran Johl, CDSS Office of Child Abuse Prevention
- George Malachowski, Business Analytics Manager, Performance & Evaluation

#### **Core Representatives**

The Human Services Department thanks the numerous individuals and organizations that participated in this assessment of our local Child Welfare System (CWS). First, we acknowledge the leadership of the Chair of the System Improvement Committee, Supervisor Bruce McPherson. His commitment to the welfare of children in Santa Cruz County is marked by his ongoing oversight of this process.

Human Services extends a sincere thanks to the community members of the SIP Steering Committee who have brought a wealth of experience and dedication to this effort. These members have invested generously of their time and knowledge to improving outcomes for children and families in our community. Their active role in shaping the system and their thoughtful feedback are highly valuable to the child welfare and probation departments. These

members are:

Bruce McPherson, Board of Supervisors	Jimmy Cook, CASA of Santa Cruz Susan Paradise, Public Health
Valerie Thompson, Probation	David Brody, First 5 of Santa Cruz County
Rebecca Connolly, County of Santa Cruz Court Judge (former), Juvenile Division	Timothy Schmal, County of Santa Cruz Court Judge (current), Juvenile Division
Meg Clark, Encompass Community Services Transition Age Youth programs	Lynne Petrovic, CASA of Santa Cruz County
Jimmy Cook, CASA of Santa Cruz County	Ashley Cartee, Parents Center
Dana McRae, County Counsel (former)	Lisa Gutierrez-Wang, Health Services Agency, Children's Behavioral Health
Meg Yarnell, Health Services Agency, Children's Behavioral Health	Faris Sabah, County Office of Education
Michael Paynter, County Office of Education	Kim Corneille, County Office of Education, FosterEd
Susan Paradise, Public Health	Monica Martinez, Encompass Community Services
Kalyne Foster, Monarch Services	Laura Segura, Monarch Services

Core representatives who comprised the SIP Steering Committee participated in the ongoing self-assessment process during quarterly meetings and in focus groups. Core representatives received regular updates on Santa Cruz County's performance on outcomes data measures, as well as progress on System Improvement Plan strategies. Members of the public also attended and participated in some of the quarterly SIP Steering Committee meetings.

***Process by Which the County C-CFSR Team Engaged Stakeholders in the SIP Development Process.***

In early 2020, potential strategies and activities to achieve the five theme areas listed in the introduction section above were culled from stakeholder engagement input generated by the CSA process. The intent was to further engage untapped stakeholders to vet, hone and confirm the prioritized strategies for incorporation into the SIP. However, onset of the COVID-19 pandemic in March 2020 stifled the county's efforts to seek additional community input. Instead, the Santa Cruz C-CFSR Leadership Team in consultation with the Santa Cruz County SIP Steering Committee contributed to the development of the strategies and activities for inclusion in the SIP. The rationale for selection of Santa Cruz' SIP strategies hinged on the following factors:

- Enhances intervention approaches shown to positively influence permanency outcomes (e.g., family/youth engagement, teaming, support networks, culturally responsive services, concurrent planning, and building family protective capacity).
- Emphasizes the shift toward family-centered practice based on the values, principles, and behaviors of the Integrated Core Practice Model.
- Strengthens partnership with prevention programs, family support resources and service

systems rooted in the communities where children, youth and families live.

- Builds on the momentum of effective initiatives and change efforts already underway in Santa Cruz County.

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

### Outcome Data Measures and Relevant Data Trends

Tables 1 and 2 below show the performance of FCS and Juvenile Probation during the baseline period of Q4 2018 on the federal outcomes regularly measured using CWS/CMS data. CDSS requires FCS and JPD to each select one outcome measure to address within the System Improvement Plan that represents the greatest potential impact for their respective service populations.

For FCS, two of the seven outcome measures—S1: Maltreatment in Foster Care and P1: Permanency in 12 Months—during the baseline period fell below the National Standard. The finding for S1 can be attributed to data variance due to overall small numbers in the “child/youth in care” population such that changes in one or two cases cause large fluctuations in the outcome. The slightly sub-standard outcome measure for S1 can be attributed to this population-based variance.

Santa Cruz County meets or exceeds national standards on all other outcomes except P1: Exits to permanency within 12 months. Timely permanency (P1) continues to be an area of improvement and is the focus of the 2021-2025 SIP for FCS.

**Table 1: Child Welfare Performance on Key Outcome Measures**

Outcome Measures Performance – Q4 2018			
Outcome Measure	National Standard	Santa Cruz	California
<b>S1: Maltreatment in Foster Care</b>	≤8.50 victimizations per 100,000 days in care	8.7	7.53
<b>S2: Recurrence of Maltreatment</b>	≤9.1%	8.8%	9.1%
<b>P1: Permanency in 12 Months</b> (Children in foster care less than 12 months)	≥40.5%	31.9%	34.4%
<b>P2: Permanency in 12 Months</b> (Children in foster care 12 to 23 Months)	≥43.6%	48.6%	44.8%
<b>P3: Permanency in 12 Months</b> (Children in foster care 24 Months or More)	≥30.3%	40.5%	31.8%
<b>P4: Re-Entry to Foster Care</b>	≤8.3%	7.7%	10.3%
<b>P5: Placement Stability</b>	≤4.12 moves per 1,000 foster care days	3.5	3.82

Several characteristics of the Santa Cruz County child welfare service population contribute to this permanency data trend. Most families that encounter FCS have significant substance abuse, mental illness, and/or domestic violence co-occurring. These are issues that require

significant time to address and are often characterized by multiple relapses. For this reason, reunification within 12 months is not always possible. In addition, there has been an increase of families entering the child welfare system who are experiencing homelessness. These families encounter many difficulties around housing stability and delays in obtaining housing, which can prolong the timelines to permanency. Also, FCS works diligently to place as many children as possible with their relatives or non-related extended family members (NREFM). These families are more likely to wait to obtain adoption or legal guardianship in the hope that their family member can address the issues that brought them to the attention of child welfare so that their children can safely return home.

Significant improvement in re-entries into foster care (P4) can be attributed to several factors. Greater availability and effectiveness of substance abuse services and the use of Children and Family Teaming (CFT) have strengthened families' stability and readiness for reunification. Paradoxically, the improved performance in P4 may also be related to the decreased performance in P1. Taking more time beyond 12 months to ensure families are prepared for reunification may reduce the likelihood that children and youth will re-enter care later.

FCS works diligently with families and their supports to help facilitate return of the child(ren) to their birth families ensuring those families are equipped with tools and support networks to prevent re-entry into foster care.

**Table 2: Juvenile Probation Performance Based on Key Outcome Measures**

Outcome Measures Performance – Q4 2018			
Outcome Measure	National Standard	Santa Cruz	California
<b>S1: Maltreatment in Foster Care</b>	≤8.50 <small>victimizations per 100,000 days in care</small>	0.0% <small>1,324 total days</small>	5.35%
<b>S2: Recurrence of Maltreatment</b>	≤9.1%	N/A	N/A
<b>P1: Permanency in 12 Months</b> <small>(Children in foster care less than 12 months)</small>	≥40.5%	35.7%	32.7%
<b>P2: Permanency in 12 Months</b> <small>(Children in foster care 12 to 23 Months)</small>	≥43.6%	0.0% <small>1 youth - still in care</small>	27.6%
<b>P3: Permanency in 12 Months</b> <small>(Children in foster care 24 Months or More)</small>	≥30.3%	50.0%	15.9%
<b>P4: Re-Entry to Foster Care</b>	≤8.3%	0.0%	20.3%
<b>P5: Placement Stability</b>	≤4.12 <small>moves per 1,000 foster care days</small>	0.0%	1.64%

For Juvenile Probation, P1: timely exits to permanency within 12 months is also the focus area for improvement in the 2021-2025 SIP. Some factors contributing to lower performance on this outcome include youth staying longer in Juvenile Hall awaiting placement orders or pending acceptance into Short Term Residential Therapeutic Programs (STRTPs).

Most youth that eventually are placed into an STRTP placement by the Juvenile Justice Court in Santa Cruz County are older adolescents (16-17 years), often with less than 12 months until they reach the age of majority. This requires intentional engagement, support, and education for the parents of these teens to develop behavior management strategies, establish support networks and cultivate opportunities to sufficiently prepare for reunification with their youth. Juvenile Probation is doing well in placement stability (P5) due to various programs to help stabilize youth such as FUERTE and Wraparound.

The number of probation youth in care has been on the decline. For example, on July 1, 2019 (point in time) Probation supervised 8 youth. This number was significantly below the average of the previous four-year period (27), which ranged from 11-34 youth under probation supervision each year. In part, this can be attributed to Probation's growing use of diversion strategies to serve juvenile justice youth in the community. The remaining youth requiring placement often have more complex needs or family circumstances that require the structure and clinical interventions available in residential treatment programs. It is not uncommon for youth to spend 6 to 9 months or longer at a residential program to reach their treatment plan goals, again making it a challenge to reach timely permanency.

### ***Rationale for Strategies Selected and Data Impact***

The strategies selected to achieve the P1 goal are designed to target specific systemic factors impacting service delivery and outcomes. For child welfare, these include the county's case review and quality assurance systems; workforce development (i.e., staff, caregiver, and service provider training; staff workload supports and retention); resource parent recruitment, certification, support and retention; and extensive county and community agency partnerships. Juvenile Probation strategies speak to strengthening permanency options for youth in residential treatment including parent and family engagement and support through key agency collaborations. These broader system structures provide the foundation needed to meet and sustain outcome improvement goals and are critical components of a larger agency vision to build a climate and culture that promotes innovation, partnership, and performance. The section below describes the rationale for the strategies selected and how each may influence improvements to the P1 data measure.

### ***FCS Strategic Rationale***

1. Improve Father Engagement—The focus of this strategy is to honor the essential role of fathers in the family system by amplifying the engagement, involvement, and support of fathers in their child's well-being.

This strategy will build on current efforts that began during the last SIP cycle to improve father involvement through policy, practice, and collaboration with external partners. Previous efforts to incorporate father engagement in a sustained manner within the work of FCS was met with challenges as these efforts did not provide clear guidance or structure. The formation of the FCS Father/Male Engagement Advisory Board, which occurred midway through the previous SIP cycle, was a strategic way to institutionalize father engagement throughout the agency. This Advisory Board continues to work on a host of initiatives to help FCS become a more father-friendly agency. Collaborative partnerships with the Father's Corps (a program of First 5 Alameda) and PAPÁS (a community-based agency supporting fatherhood) are characteristic of this approach.

County level evaluation reinforces the need for continued emphasis on strengthening father engagement. FCS' baseline analysis of Case Review data (Items 8, 11, 12, 13 and 15) showed that mothers were engaged at higher rates than fathers. This finding was supported by input from birth parent and community partner focus groups during

the CSA indicating FCS tends to give mothers more chances to make behavior changes, participate in services, and access supports than is afforded to fathers.

In May 2020, FCS partnered with the Children’s Research Center (CRC) to examine whether factors related to father participation (along with other variables) were associated with greater likelihood of achieving permanency within 12 months (P1). The study found that children with birth father participation in their case plan are twice as likely to reach permanency within 12 months (45%, n=77) as those without birth father participation (22%, n=37)<sup>1</sup>.

During the next SIP cycle, FCS anticipates improvement to the P1 outcome measure with the following activities related to father engagement:

- Build father engagement skills of staff to promote father participation in case planning.
- Leverage FCS partnerships with providers and court to promote service delivery to fathers.
- Increase representation of fathers in program development.

2. Enhance Services to Birth Parents—This strategy involves shifting the service delivery model of FCS and its partners to increase birth parent participation in achievement of case plan goals by addressing their service access, availability, and cultural needs.

FCS focuses much of its efforts on early engagement of birth parents in needed services. Current FCS practices include “warm hand-offs” between workers, use of a Parents’ Bill of Rights, and involvement of the family and their circle of support in Child and Family Team meetings from the beginning. However, stakeholders indicated that participation of birth parents in services is hindered by two main factors: (1) services to parents are only available during the work week and (2) the supply of culturally relevant programs and providers within the county is insufficient to meet the need.

Research indicates that reunification is related to the degree of parental participation in services. Parents who fully use services are more likely to reunify than those who only partially participate or do not participate (D’Andrade & Nguyen, 2014)<sup>2</sup>. Equally important is closely matching the services offered to family needs associated with family stability and child safety. For example, one study found that families receiving financial assistance or housing services were more likely to reunify than those who received other types of services (Cheng & Li, 2012)<sup>3</sup>. In addition, parent mentor programs, such as Parent Partners, utilize parents who were once involved with the child welfare system to assist currently involved parents. Such mentors provide birth parents with support, advocacy, and help navigating the child welfare system. Research shows that these programs can increase reunification rates for participating families (Enano, Freisthler, Perez-Johnson, & Lovato-Hermann, 2017)<sup>4</sup>.

For the next SIP cycle, FCS envisions the following activities related to birth parent services as helping to improve P1 outcome performance:

- Invest in, revitalize, and strengthen services that meet birth parent needs (e.g., housing, concrete services, and self-sufficiency).

<sup>1</sup> Children’s Research Center, a division of the National Council on Crime and Delinquency (2020). Permanency within 12 Months. A research study commissioned by Santa Cruz County Department of Family and Children’s Services.

<sup>2</sup> D’Andrade, A. C., & Nguyen, H. (2014). The relationship between use of specific services, parental problems, and reunification with children placed in foster care. *Journal of Public Child Welfare*, 8, 51–69.

<sup>3</sup> Cheng, T. C., & Li, A. X. (2012). Maltreatment and families’ receipt of services: Associations with reunification, kinship care, and adoption. *Families in Society: The Journal of Contemporary Social Services*, 93, 189–195.

<sup>4</sup> Enano, S., Freisthler, B., Perez-Johnson, D., & Lovato-Hermann, K. (2017). Evaluating Parents in Partnership: A preliminary study of a child welfare intervention designed to increase reunification. *Journal of Social Service Research*, 43, 236–245.

- Improve birth parent access to services by expansion of family-friendly service hours (evenings/weekends) and expand the inventory of bilingual/bicultural service providers.
- Increase representation of birth parents in shaping improvements to services and supports (e.g., recruit and hire former FCS parents to serve as mentors for current birth parents through a formalized Parent Partner program).

3. Strengthen Implementation of ICPM—This strategy focuses on fuller implementation of the Integrated Core Practice Model (ICPM) through practice improvements that reinforce behaviorally based change, family-centered decision-making, and strong teamwork communication. This includes supporting skill building of the FCS workforce and system partners to demonstrate the behaviors and values of the ICPM.

Key principles and values of the Integrated Core Practice Model (ICPM) are starting to take hold throughout the practices and experiences of children, youth and families served by FCS. Specific approaches gaining momentum include family engagement, teaming, youth & family centered case planning, inquiry, and accountability. Both new and experienced workers are receiving training and on-the-job reinforcement of ICPM behaviors and values. Focus group participants and peer reviewers recognized the strong spirit of cooperation and teamwork among social workers, service providers and system partners in working toward reunification; the growing involvement of fathers in case planning; and the increased use of child and family teaming as a forum for family/youth-led decision-making. To keep this pattern in place, efforts are needed to ensure department-wide consistency, advanced skill building and expansion of ICPM-aligned expectations to partners and the overall organizational culture.

Throughout the next SIP cycle, FCS anticipates improvement to the P1 outcome measure with the following activities related to ICPM implementation:

- Promote an organizational culture that reflects ICPM values, principles, and behaviors.
  - Reinforce more consistent use of ICPM with children and families via Child and Family Teaming, Engagement, Progressive Visitation, and Safety Organized Practice.
  - Enhance staff proficiency in ICPM through supervision and coaching.
  - Incorporate ICPM performance expectations into service provider and community-based organization contracts.
  - Apply Continuous Quality Improvement methods to communicate and support ICPM implementation progress.
4. Increase Placement Capacity—This strategy seeks to expand placement capacity to better serve youth, especially teens and those with complex needs, by improving support to caregivers and developing therapeutic foster homes.

Focus groups reported FCS consistently finds relative placements for youth whenever possible, however, finding available, suitable placements for youth with complex needs continues to be an area needing concerted attention. Santa Cruz has limited local placements which affects service delivery and continuity while placing many logistical demands on staff and the system. Implementation of CCR has been a big lift for all counties and is exacerbated in Santa Cruz by a lack of local placement resources.

When insufficient placement capacity exists in proximity to the child's family of origin, children are often placed outside the county. This complicates FCS' ability to maintain parent-child connections due to transportation, distance, and scheduling challenges. Children and youth who have regular visits with their families are more likely to reunify

(Chambers, Brocato, Fatemi, & Rodriguez, 2016)<sup>5</sup>. Therefore, it is critical to continue building local placement resources within Santa Cruz County.

The quality of partnership between foster parents and birth parents is also associated with increased reunification (Casey Family Programs, 2011)<sup>6</sup>. When foster parents support or mentor birth parents, they can enhance the ability of birth parents to stay informed about their children's development while they are in out-of-home care, improve parenting skills, increase placement stability, and lead to more timely reunifications. Cultivation of this partnership relies on developing a consistent pool of resource parents that can be trained and supported to carry out this mentorship role. FCS is prepared to integrate into their SIP several activities from a comprehensive Resource Parent Recruitment and Retention Strategic Plan developed for the agency in 2019 by Moore, Iacofano & Goltsman, Inc. (MIG) to increase local placement capacity.

Looking ahead to the 2021-2025 SIP, the following placement capacity building activities are expected to contribute to P1 outcome improvement:

- Increase recruitment of resource families for youth ages 13 - 17.
- Improve retention through enhanced support and skill building for resource families.
- Partner with Children's Behavioral Health to pilot a therapeutic foster home model for youth with complex needs.

5. Expand Prevention Services—This strategy aims to expand participation in evidence-based prevention services for families at risk of entering FCS and those exiting involvement with FCS by increasing protective factors within families.

Recent analysis conducted by Santa Cruz County's Child Abuse Prevention Council (Children's Network) indicates that neglect continues to be the highest substantiated type of abuse, and the most frequent risk factor driving children into the CWS system is substance abuse. Focus group input corroborated the need for strategies to build up the protective capacity of families who are known to FCS or are at risk of further involvement in the child welfare system. Specifically, stakeholders suggested enhanced key community partnerships to strengthen prevention and early intervention responses to these populations. Strengthening FCS services such as Parent-Child Interactive Therapy and Triple P (Positive Parenting Program) were mentioned. In addition, stronger alliances with Public Health, School Districts, Law Enforcement and CalWORKs were all seen as critical partnerships to support families and prevent their entry into the child welfare system.

The literature also indicates the above prevention programs show promising prevention outcomes for child welfare populations. For example, families involved with child welfare who receive PCIT are less likely to have future reports of maltreatment (Chaffin, Funderburk, Bard, Valle, & Gurwitch, 2011)<sup>7</sup>. Triple P has been shown to slow rates of child abuse, reduce foster care placements, and decrease hospitalizations from child abuse injuries (Prinz, Sanders, Shapiro, Whitaker, & Lutzker, 2009)<sup>8</sup>. Another study

<sup>5</sup> Chambers, R. M., Brocato, J., Fatemi, M., & Rodriguez, A. Y. (2016). An innovative child welfare pilot initiative: Results and outcomes. *Children and Youth Services Review*, 70, 143–151.

<sup>6</sup> Casey Family Programs. (2011). Breakthrough Series Collaborative: Timely permanency through reunification. Retrieved from <https://www.casey.org/media/TimelyPermanency.pdf>

<sup>7</sup> Chaffin, M., Funderburk, B., Bard, D., Valle, L. A., & Gurwitch, R. (2011). A combined motivation and parent-child interaction therapy package reduces child welfare recidivism in a randomized dismantling field trial. *Journal of Consulting and Clinical Psychology*, 79, 84–95.

<sup>8</sup> Prinz, R.J., Sanders, M.R., Shapiro, C.J., Whitaker, D.J., & Lutzker, J.R. (2009). Population-based prevention of child maltreatment: The U.S. Triple P system population trial. *Prevention Science*, 10(1), 1-12.

found that parents using Triple P reported they were less stressed, less depressed, and don't use harsh discipline (Sanders, et al, 2008)<sup>9</sup>.

During the 2021-2025 SIP cycle, the following prevention activities are intended to improve P1 outcome data:

- Utilize Family First Prevention Services Act funding to increase evidence-based prevention approaches.
- Build protective capacity of families through alliances with community networks focused on prevention.

### *JPD Strategic Rationale*

1. Improve Support for Probation Parents – Enhance the resources and supports for parents of probation youth to increase their participation in youth progress, promote positive family relationships, and strengthen their capacity for maintaining permanency, safety, and well-being.

Feedback from stakeholders during the CSA focus groups praised Santa Cruz Probation Officers for being helpful and supportive to parents even when a youth's behavior was extremely challenging. However, focus group parents also reported feeling disconnected once their youth was placed in an STRTP. This sentiment echoes similar findings in the literature.

Surveys of over 1,000 family members of justice-involved youths revealed that 91% of family members believed the courts should involve families more in decision making for children who are adjudicated delinquent, and 86% expressed interest in being more involved in their children's treatment while the youths were incarcerated (Justice for Families 2012; Vera Institute of Justice 2014)<sup>10,11</sup>. In a 2016 study, the National Center for Mental Health and Juvenile Justice found that participation of family members helps increase the probability of a smooth transition to home at the end of out-of-home placement (NCMHJJ, 2016)<sup>12</sup>.

For these reasons, JPD plans to improve support for probation parents through (1) strong support from the Santa Cruz delinquency court bench for promoting family engagement and team-based case planning; (2) continued implementation of CFT meetings as a forum to address parents' support needs; and (3) implementation and evaluation of a program focused on reintegrative services that prepares youth in out-of-home care and their families for returning home.

JPD has begun installation of the Stable Transitions After Reentry (STAR) program to deliver coordinated reentry services for youth and their families. In-custody, reentry, and aftercare services will be paired with bilingual whole family services provided by community-based organizations including parent/teen mediation and a parenting program for parents and other caregivers.

During the next SIP cycle, JPD anticipates improvement to the P1 outcome measure

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<sup>9</sup> Sanders, M.R., Ralph, A., Sofronoff, K., Gardiner, P., Thompson, R., Dwyer, S., & Bidwell, K. (2008). Every Family: A population approach to reducing behavioral and emotional problems in children making the transition to school. *Journal of Primary Prevention*, 29, 197-222.

<sup>10</sup> Justice for Families. (2012). *Families Unlocking the Futures: Solutions to the Crisis in Juvenile Justice*. Sulphur, La.: Justice for Families.

<sup>11</sup> Vera Institute of Justice. (2014). *Family Engagement in the Juvenile Justice System*. Juvenile Justice Factsheet 5. New York, N.Y.: Vera Institute of Justice.

<sup>12</sup> National Center for Mental Health and Juvenile Justice. 2016. *Family Involvement in the Juvenile Justice System*. New York: N.Y.: National Center for Mental Health and Juvenile Justice. <https://www.ncmhjj.com/resources/family-involvement-juvenile-justice-system-2>

with the following activities related to parent support:

- Continue implementation of the STAR (Stable Transitions After Re-entry) program to strengthen family stability.
- Evaluate effectiveness and permanency outcome performance related to the STAR program.

2. Implement ICPM Principles, Values, and Behaviors – More fully implement the Integrated Core Practice Model (ICPM) through practice improvements that reinforce family-centered decision-making and strong teamwork communication. This includes enhancing the proficiency of the JPD workforce and its partners in foundational ICPM skills, specifically youth/family engagement and teaming.

Stakeholders reported during focus groups that Child & Family Teaming practice is occurring more consistently to better address the needs of probation youth and their families. Yet, parents and youth also suggested the need for improved teamwork between all involved with the youth's plan including those providing natural support to the youth and their family. More deliberate implementation of ICPM will support a shared philosophy of strength-based, trauma-informed, and culturally responsive practice for the Child and Family Team. Timely reunification can be promoted through key elements of the ICPM such as coordinated assessment of the youth and family's needs; integrated service planning including engagement of natural support systems; and building parental capacity for successful reentry of the youth to their home, school and community following placement.

Santa Cruz County Probation plans to participate in regular System of Care review meetings involving justice system partners such as Children's Mental Health, County Office of Education – Alternative Education, Division of Alcohol and other Drugs and Family and Children's Services. The protocols, agreements, and methods by which all partners will adhere to the ICPM is a key objective of this collaborative.

For the next SIP cycle, JPD envisions the following activities related to ICPM implementation as helping to improve P1 outcome performance:

- Establish an MOU in alignment with ICPM and System of Care principles.
- Deliver skill-building and coaching to promote ICPM-informed CFT practice.
- Improve information sharing to improve continuity across transitions.
- Incorporate ICPM performance expectations into service provider and CBO contracts.
- Utilize CQI approaches to improve permanency through process and practice improvements.

### ***Method for Evaluation and Monitoring of SIP Strategies***

The Performance and Evaluation division of FCS engaged with the Santa Cruz C-CFSR leadership team to identify key indicators for each of the SIP strategies. These were defined based on available data within CWS/CMS as well as qualitative data collected through the Case Review process. FCS will continue to collaborate with JPD leadership to support equivalent evaluation and monitoring activities for tracking probation outcomes. An initial review of available data on key indicators for P1 – Permanency in 12 months for children entering care has been conducted by FCS, resulting in the following SIP Metrics:

## IMPROVE FATHER ENGAGEMENT

RBA	Metric	Currently Available	Data Source	First Measurement Year	Ready to start, or Need to plan?	Further consultation with...
How Much	% of Birth Fathers Participating on Case Plans Increases	No	CWS/CMS	2021	Need to Plan	Evident Change
How Well	Face to Face Contacts with Fathers is increasing	Yes	CWS/CMS Safe Measures	2022	Need to Plan	FCS
How Well	Case Review Item 13- active involvement of parents and kids in case planning increases- father sub-item	Yes	Case Review	2022	Ready to Start	
Difference Made	Father engagement skills adopted and implemented by staff including expanded definition of fathers	No	Parent survey	2021	Need to Plan	Evident Change/FCS
Better Off	% of Children Exiting to Permanency in 12 months increases	Yes	<u>SafeMeasures</u>	2022	Ready to Start	
Better Off	% of Children with Re-Entry Decreases	Yes	<u>SafeMeasures</u>	2023	Ready to Start	

## ENHANCE SERVICES TO BIRTH PARENTS

RBA	Metric	Currently Available	Data Source	First Measurement Year	Ready to start, or Need to plan?	Further consultation with...
How Well	% of Birth Parents Who Meet Case Plan Goals Increases	No	CWS/CMS	2023	Need to Plan	Evident Change
How Well	Case Review Item 12B- assessing and addressing parents needs increases	Yes	Case Review	2021	Ready to Start	
Difference Made	Implementation of Parent Partner Program	No	Contracts	2021	Need to Plan	FCS
Better Off	% of Children Reunifying with their Parents Increases	Yes	<u>SafeMeasures</u>	2023	Ready to Start	Keep <u>in mind</u> expanded definition of parents

## STRENGTHEN IMPLEMENTATION OF ICPM

RBA	Metric	Currently Available	Data Source	First Measurement Year	Ready to start, or Need to plan?	Further consultation with...
How Much	# of CFT meetings	Yes	<u>SafeMeasures</u>	2021	Ready to Start	
How Well	Case Review Item 14- frequency and quality of visits between caseworkers and child(ren) increases	Yes	Case Review	2021	Ready to Start	
How Well	Case Review Item 15- frequency and quality of visitation between SW and parents increases	Yes	Case Review	2021	Ready to Start	
Difference Made	Supervisors adopt ICPM in supervision and coaching	No	TBD/Survey?	2021	Need to Plan	FCS/Staff Development
Difference Made	AB2083 partner agencies in MOU adopt ICPM framework	No	Contracts	2023	Need to Plan	FCS
Better Off	% of Children Exiting to Permanency in 12 months increases	Yes	<u>SafeMeasures</u>	2022	Ready to Start	
Better Off	Fewer children come into care	Yes	CCWIP/CWS/CMS	2022	Ready to Start	

INCREASE PLACEMENT CAPACITY

RBA	Metric	Currently Available	Data Source	First Measurement Year	Ready to start, or Need to plan?	Further consultation with...
How Much	# of new approvals of resource families increases	No	Binti/CWS/CMS	2021	Need to Plan	FCS/Evident Change
How Much	# of resource families willing to take teenagers and siblings increase	No	Binti/CWS/CMS	2021	Need to Plan	FCS/Evident Change
How Well	# and % of teens placed in resource families increases	No	CWS/CMS	2021	Need to Plan	Evident Change
How Well	Case Review Item 12C- Assessing and addressing caregiver's needs increases	Yes	Case Review	2021	Ready to Start	
Difference Made	RFA Social Workers regularly support all RFA families	No	TBD	2022	Need to Plan	FCS
Better Off	Fewer children placed in STRTPs	Yes	<u>SafeMeasures</u>	2023	Ready to Start	

EXPAND PREVENTION SERVICES

RBA	Metric	Currently Available	Data Source	First Measurement Year	Ready to start, or Need to plan?	Further consultation with...
How Much	# of families receiving HSD funded prevention services	No	Contracts	2021	Need to Plan	CCU
How Well	% of Families who receive prevention services who enter Child Welfare system decreases	No	TBD/Survey?	2022	Need to Plan	FCS
Difference Made	# of agencies take part in a prevention network	No	TBD	2021	Need to Plan	FCS
Better Off	# of children entering Child Welfare System decreases	Yes	Berkeley CCWIP	2022	Ready to Start	

Potential Indicators for Juvenile Probation Department
• Predominant placement for children/youth
• Engagement of parents
• ICPM behaviors and tools
• Social Worker/Probation Officer teaming with families in development of case plan
• Parental participation in a case plan
• Parental participation in CFT meetings
• Probation staff contact with parents
• Intake/arrests receiving diversion services
• Reduction in re-arrest for reunified youth

In addition to utilizing these data sources, additional monitoring will occur to ensure that each action step for SIP strategies are moving forward such as training for staff on ICPM, inclusion of father friendly principles in contracts, availability of services outside of the traditional Monday through Friday business hours, and prevention network capacity building.

### ***Support and Infrastructure Changes for Implementation of SIP Strategies***

To implement the SIP Strategies effectively in FCS and JPD, the following supports and infrastructure changes are planned:

- Systemic changes – FCS has initiated several workgroups to address system wide issues such as policies, procedures, and practices. Currently, these include the SOP Implementation Workgroup, Fatherhood Engagement Advisory Council, and the Racial Equity Core Team. All these teams are tasked with analysis, development, and revamping of agency-wide policies, procedures, and practices to improve outcomes for children, youth, families, and communities that FCS serves. In addition, another agency wide workgroup is being developed called the Design Team which will recommend strategic priorities based on the input from staff surveys, which will also include some of the SIP Strategy action steps.

Lastly, data tracking will also be a key component of infrastructure needs for the implementation of SIP Strategies. FCS is planning to develop a SIP Strategies “dashboard” in partnership with the Performance & Evaluation division and the Children’s Research Center (CRC) to provide continuous monitoring of SIP Strategies progress through the 5-year cycle. Similarly, JPD will be developing an internal data tracking system to monitor the implementation of their SIP Strategies as well as improve permanency outcome reporting for probation youth over age 18 who have been ordered into placement.

- Education, training, and technical assistance needs – Training and coaching will be a critical part of implementing the SIP Strategies for both FCS and JPD. For FCS, father engagement training is about to be rolled out and most staff have been trained on SOP. In addition, there has been increased coaching sessions on SOP and the plan is to have all staff trained on ICPM and how the different practices connect to its principles, values, and behaviors. FCS is in communication with Staff Development to ensure training availability to support implementation of the SIP Strategies and how we can expand these training opportunities to partner agencies and community-based organizations.

For JPD, significant investment has been made to train all Juvenile Probation staff to become CFT facilitators. This has expanded capacity from 2 FTEs to 14 FTEs who are prepared to facilitate CFT meetings. In addition, JPD has developed a plan to train Probation staff on ICPM skills and how to incorporate consideration of ACEs into assessment and case planning.

- Roles of Community Partners – The AB 2083 Memorandum of Understanding (MOU) System of Care process is an extremely important vehicle to engage community partners in implementation of the SIP Strategies. This effort builds upon the very collaborative nature of agencies in Santa Cruz County. FCS and JPD are actively collaborating with Behavioral Health, Education, and other agency partners to develop our county’s AB 2083 MOU. The plan going forward is to have the MOU in place by

February 2021. This will further formalize the partnership around SIP Strategies such as father engagement, enhancing services to birth parents, and strengthening implementation of ICPM.

In addition, work has already started on building a robust prevention network across the county through various collaboratives and initiatives such as the Prevention Workgroup, Children's Network, ACEs Aware, and Youth Violence Prevention Network. There is momentum county-wide to connect all the prevention-related resources and to build a shared understanding of how child abuse prevention is everyone's responsibility. This work is moving forward with an equity framework to tackle the issue of disproportionality in system-involved children, youth, and families as upstream as possible.

Lastly, community partners can help FCS seek out the voices of children, youth, families, and communities that encounter the child welfare system. FCS is committed to developing a Parent Partner program to support and help parents navigate the child welfare system. The hope is to expand this to include Youth Advocates as well. Currently, the county has a Youth Advisor Board that provides youth voices to improve services by agencies that work with youth.

## **Prioritization of Direct Service Needs**

The Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funding sources are designed to strengthen protective factors in families and prevent deeper involvement in the child welfare system. Focus groups during the CSA demonstrated a need for strengthening the prevention services for the most vulnerable in the county such as immigrant families and families experiencing homelessness. Also, stakeholders desired to see increased crisis intervention services and enhanced/expanded services for parents. As the focus of the SIP is P1 Permanency in 12 months, the prevention services that are funded support efforts in improving this measure in Santa Cruz County, both by decreasing the number of children entering and preventing re-entry into our system. In 2014-15 the Children's Network, which acts as the Child Abuse Prevention Council (CAPC) for Santa Cruz County, conducted an analysis of the needs of children, youth, and families. In line with this analysis, neglect continues to be the highest substantiated type of abuse, and the most frequent risk factor driving children into the CWS system is substance abuse. Families Together (differential response) and our Health Services Agency (HSA) provide the bulk of substance use disorder treatment and HSA has a comprehensive referral network for treatment providers throughout the county. In addition to substance use disorder treatment, concrete supports in the form of flex funds to provide one-time supports for families and supports for resource families who are planning to provide permanency by adoption or legal guardianship were other direct services identified. This has led the Children's Network to continue supporting the current prevention strategies that have been implemented by FCS using the CAPIT, CBCAP, and PSSF funding sources. To support these strategies, the Children's Network assists implementation of evidence-based or evidence-informed practices throughout the county such as all levels of the Positive Parenting Program, also known as Triple P. The focus group feedback during the County Self-Assessment (CSA) process supports these strategies and their expansion. Some of the feedback consisted of Families Together being an effective program and the need to expand it, continued need for concrete supports and services for families in order to prevent

them entering into the child welfare system, and coordination of child, youth, and family serving agencies to strengthen families. The current means to support families and prevent their entering the child welfare system are the following:

1. **Countywide Differential Response:** Families Together is a comprehensive child abuse early intervention and prevention program serving the entire county. This initiative, using a differential response model, is a collaborative effort between the FCS Division and Encompass Community Services. Funding from First 5 and Santa Cruz County Health Services and Human Services Departments (including County Children’s Trust Fund (CCTF), CAPIT, and PSSF Family Support) are braided together to support this program. Families Together is an essential part of the diversion and prevention strategy developed in Santa Cruz County to reduce child abuse and neglect. It is an evidence-based program that utilizes home-based, individualized services with an emphasis on the parent-child relationship and child development and parent education. Goals of the program include:

- Improved parent-child relationship
- Improved family support
- Improved community engagement
- Improved child safety
- Improved child health and development
- Improved child well-being

Participation in Families Together is voluntary. FCS refers parents to this program when they’ve been reported to FCS and the referral has been either assessed out or investigated and the case has been closed with a substantiated or inconclusive allegation. Once a referral is identified, a FCS social worker contacts the family to engage them in voluntary community-based services. The following services are provided:

- Assessment using SDM assessment tools, Ages and Stages Questionnaire (ASQ) and the Nursing Child Satellite Training (NCAST)
- Provision of basic needs – food, housing, diapers, transportation, clothing, job search
- Advocacy – for medical care, legal issues, education
- Housing assistance – rental assistance, housing resources, budgeting skills
- Parent education and skill building – early childhood education, Triple P Parenting education
- Mental health services – counseling, psychological assessment, support groups, development of life skills
- Referral to other community resources including substance abuse assessment and treatment

Families Together has been expanded in the last two years through a grant from the county Employment and Benefits Division to support families who are participating in Welfare to Work and are potentially at risk of entering the child welfare system.

2. **CWS Flexible Fund:** A flexible fund provides tangible support to families receiving Child Welfare Services, to facilitate reunification and family preservation by providing flexible, family-based, intensive time limited, and culturally competent intervention and treatment services to families in crisis. This program is supported through PSSF Family Preservation funds.
3. **Adoption Promotion and Support:** This program, supported through PSSF Adoption Promotion and Support funds, provides culturally competent, bilingual counseling and support services that promote, support and encourage the adoption process for parents who are considering adoption, going through the adoption process, or have already adopted children from FCS.
4. **Therapeutic Supervised Visitation:** Therapeutic supervised visitation promotes and encourages healthy parent-child relationships and assists children and natural parents in the work of family reunification. A trained bilingual visit supervisor who is culturally competent supervises Court-ordered visits for families referred by FCS. The visit supervisor is supervised by a licensed or license-eligible clinician. This program incorporates Triple P and is supported through PSSF Time Limited Family Reunification funds.
5. **Coordination and Integration of Children's Services:** CBCAP funds are designated to provide services and perform activities to enhance the coordination and capacity-building functions of the Children's Network. The Children's Network is the countywide child abuse prevention coordinating council whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and to reduce fragmentation of programs for at-risk children and families in Santa Cruz County. It serves as a vehicle for planning, coordination, collaboration, networking, and information sharing.

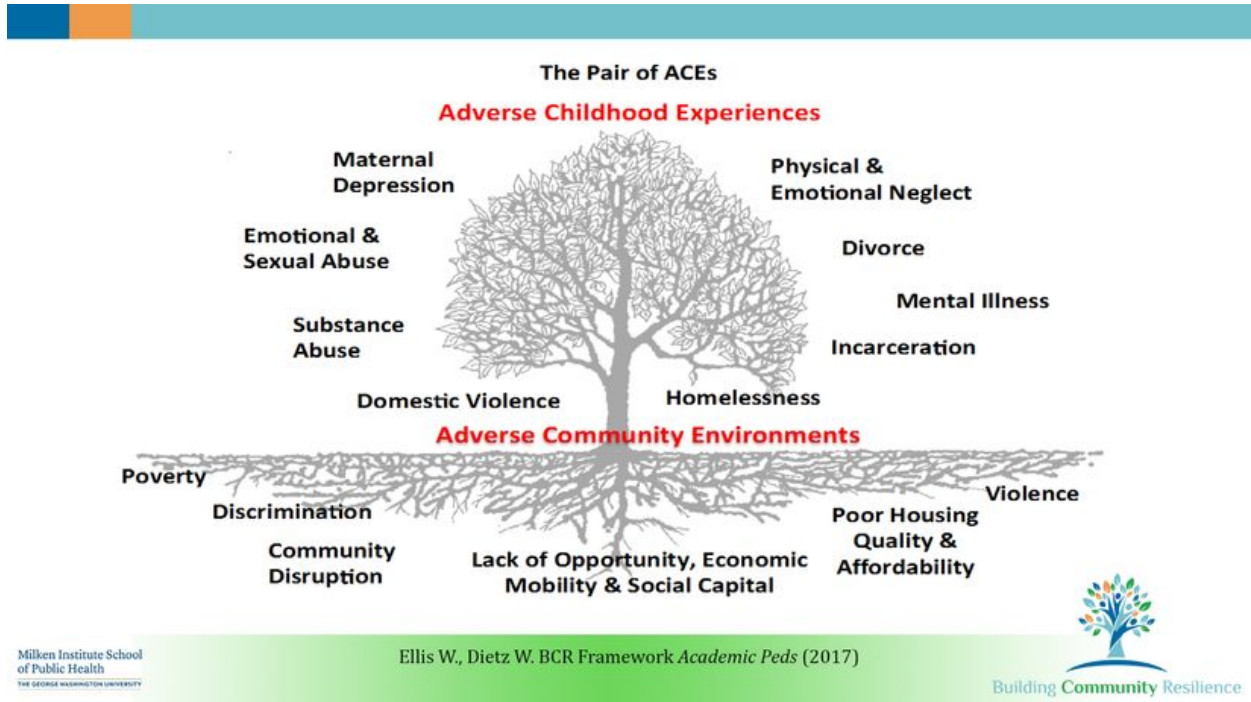
In recent years, it has been challenging to coordinate prevention services due to the numerous needs of our county. Therefore, FCS and the Children's Network have renewed a commitment to increase coordination of prevention services that was launched in January 2019 with the Office of Child Abuse Prevention (OCAP) Prevention Summit in San Diego.

Since then, a Prevention Workgroup has been meeting monthly to determine the way forward on prevention services, conduct an asset map of prevention resources in the county, and to identify the zip codes with the highest rates of referrals and detentions. The Prevention Workgroup includes representatives from United Way, First 5, FCS, Children's Behavioral Health, JPD, County Office of Education, Encompass Families Together, Public Health, and CASA. We are in the midst of aligning this effort with Children's Network, Thrive by Three (county-wide initiative to support pregnant and new mothers with children 0-3 years old), and the ACEs Aware initiative.

FCS partnered with Public Health, First 5, and the Health Improvement Partnership to obtain an Adverse Childhood Experiences (ACEs) Aware grant to increase awareness and capacity of child abuse prevention in the county through the ACEs framework. This will begin with a 3-part series on the Pair of ACEs framework and the Building Community Resilience (BCR) process, which requires racial equity be a key component of prevention efforts and building

community-based supports for our most vulnerable families and communities. These sessions are open to public, private, and community-based agencies.

The graphic below depicts the Pair of ACE's framework. It illustrates how of the existence of adverse systemic issues rooted in the environment and community contribute to the pattern of ACEs that manifest at the individual and family level.



The plan is for this framing to launch and align child abuse prevention efforts throughout the county and for this work to be not just the responsibility of child welfare or juvenile probation, but the whole community.

## Child Welfare/Probation Placement Initiatives

Santa Cruz County Family & Children's Services is participating in several federal and state initiatives. The initiatives summarized below are those that will directly support the implementation of the SIP Strategies outlined above.

**Resource Family Recruitment Social Marketing Campaign:** As part of FCS's efforts to implement CCR and recruit more family-based settings for children and youth with high needs, the county entered into a contract with a social marketing firm (MIG, Inc.) to develop, implement, and evaluate an evidence-based social marketing campaign that can be replicated by FCS staff. Research shows that youth predominantly cared for in resource family homes have better outcomes than those who spend long periods in group care. There are three key phases to this campaign:

- Phase 1: Resource Family Support Research
- Phase 2: Implementation Plan Development
- Phase 3: Campaign Implementation and Evaluation (FCS is currently in Phase 3 of this project)

**Katie A. and Continuum of Care Reform:** Family & Children's Services, in collaboration with Children's Mental Health (CMH), has implemented Katie A services, primarily through the use of Child and Family Teams (CFTs). In addition, like all counties in the State, FCS is in the midst of implementing Continuum of Care Reform (CCR). All child welfare social worker and juvenile probation officers have been trained on CFTs and have started conducting them. A stakeholder group for CFT meets quarterly to evaluate and provide feedback on this process. In addition, RFA is being implemented and regular meetings with Foster Care Eligibility and psychosocial assessment providers are being held to troubleshoot any issues that come up. Staff have been trained on the Level of Care tool and CANS and will be implementing these in the coming months. Lastly, a CCR Steering Committee has been meeting quarterly since the fall of last year to provide oversight to CCR implementation in Santa Cruz County.

**Extended Foster Care:** Santa Cruz County began providing After 18 program services in January of 2012. The goal of extended foster care is to assist foster youth in maintaining a safety net of support while experiencing independence in a secure and supervised living environment. The extended time as a non-minor dependent (NMD) can assist the youth in becoming better prepared for successful transition into adulthood and self-sufficiency through education and employment training. In Santa Cruz County, many foster youths are choosing to remain in foster care to receive extended supportive services as they venture into more independent living situations in their journey to adulthood. As of May 2019, 34 NMDs remained in care. Initiatives such as CSEC and CCR need to be modified for this population as they are adults in the child welfare system that have more autonomy and authority than children under the age of 18. The After 18 program is not the focus of any strategies in the current CSA-SIP cycle, as this program is already fully implemented.

**Commercially Sexually Exploited Children (CSEC) Initiative:** Santa Cruz County continues to collaborate with Monterey and San Benito Counties to address CSEC issues in the tri-county region. The tri-county Memorandum of Understanding is currently in effect until 2020 and

provides a framework for how the tri-county agencies will work together in serving CSEC. Santa Cruz FCS continues to utilize the Commercial Sexual Exploitation Identification Tool (CSE-IT) developed by the West Coast Children's Clinic in Oakland, California. In addition, CSEC prevention and counseling services have been implemented within different parts of Santa Cruz County. FCS has partnered with Monarch Services to deliver an evidence-informed prevention curriculum called The Prevention Project (<http://www.preventionproject.org>). This curriculum has been rolled out at a local group home for young women and various high schools throughout Santa Cruz County. In addition, Monarch provides a psychoeducation group for survivors of CSEC called Ending the Game, which is a survivor-informed curriculum (<http://endingthegame.com/>). FCS has also partnered with The Diversity Center, the local LGBTQ+ agency in order to provide education and support at various schools in the county. As research shows, LGBTQ+ youth are at a high risk of being commercially sexually exploited.

FCS has partnered with Rising International, our local anti-poverty and anti-human trafficking agency, to provide the Safe and Sound workshop to high-school teenagers in Santa Cruz that looks to educate youth about traffickers and avoid being exploited. FCS, in partnership with The Coalition to End Human Trafficking in Santa Cruz and Monterey Counties, conducts an annual CSEC awareness conference for the community. This year, it was conducted virtually and there were more than 100 participants. The target audience this year were service providers that interact with youth and young adults. All the presenters and speakers at the conference were survivors of CSE/human trafficking.

***Housing and Urban Development – Youth Homeless Demonstration Project (YHDP):*** Santa Cruz County was awarded one of ten YHDP grants throughout the nation in 2017. A local community-based organization is the lead agency and FCS is a major partner in the planning and implementation of this project that aims to eradicate youth and young adult homelessness in Santa Cruz County. Currently, community-based organizations that were awarded funding for projects are in the implementation phase and a robust coordination effort between the projects, Continuum of Care, and Coordinated Entry is occurring. A critical piece of this initiative is evaluation and collecting data on their impact on youth and young adult homelessness in Santa Cruz County.

***Bringing Families Home:*** Santa Cruz County FCS was awarded the Bringing Families Home (BFH) grant in May 2017. The goal of BFH is to reduce the number of families in the child welfare system experiencing homelessness, increase the number of families reunifying, and to reduce foster care placements. FCS has partnered with a local homelessness services agency to implement this 2-year grant. To date, nineteen families have been housed through this program. Governor Newsom approved \$25 million for another 2 years (Fiscal Years 19/20 and 20/21), which will allow FCS to continue BFH and serve additional families. CDSS has informed counties that they will be providing gap funding for the first 2-3 months of FY 19/20 as they release a request for proposals.

***Emergency Child Care Bridge:*** Santa Cruz County FCS opted into the Emergency Child Care Bridge Program, as established by Senate Bill 89. Effective January 1, 2018, resource families and families that have a child placed with them, including non-minor dependents, are eligible to receive a time-limited monthly payment or voucher for childcare and a child-care navigator. A child-care navigator assists with finding a child-care provider, securing a subsidized child-care placement if eligible, completing child-care program applications, and developing a plan

for long-term child-care appropriate to the child's age and needs. The time limit is 6 months but can be approved for up to 12 months if long-term subsidized care is not obtained by the 6-month period. In addition, childcare programs and providers serving children in the Bridge Program shall be provided with trauma-informed care training and coaching. At this time, FCS has served approximately 30 children in FY 18/19.

**Case Reviews:** The Child Family Services Review (CFSR) Quality Case Reviews is a key component to a CQI Model for child welfare services and understanding the qualitative nature of our performance. To date, Santa Cruz has completed approximately 112 case reviews since we began reviewing in April 2015 and are currently averaging 35 reviews per year. It should also be noted that since early 2017, Santa Cruz has been part of the Federally reviewed cases for the PIP. Each quarter, an average of 1-3 cases has been selected to be included in the Federal sample and as such, an additional level of oversight and feedback has been received. The case review team is continuously actively engaged with the division to find ways to use the case review information as part of the division's CQI efforts. Some of the more significant projects and efforts have included a deep dive into the case review outcomes related to father engagement, facilitating the development and implementation of a new safety plan template, starting an internal "Quarterly Highlights and Tips" flyer to spotlight good practice as seen through case review, and increasing our collaboration with Staff Development. The case review team is also currently involved in the division's SOP Steering Committee and workgroups, as well as providing support to the current CSA process. The team continues to work hard in finding ways to utilize the information being gathered through case review.

**Safety Organized Practice (SOP):** In January 2014, Santa Cruz County initiated Safety Organized Practice training for child welfare staff as a continuation of efforts to improve family engagement practice. Use of Safety Organized Practice (SOP), specifically safety mapping and family team meetings, engages families in safety decision making and case planning, thus obtaining their input and opinions. When families are engaged in such processes, they are more likely to follow-through with such decisions and case plan goals (Antle, Christensen, van Zyl, & Barbee, 2012). Additionally, time is spent to ensure families understand the harm and danger of circumstances that compromise child safety. With families further understanding safety and following through with well-thought-out decisions, they are less likely to experience reentry and children are more likely to achieve permanency. Through SOP, social workers have been able to apply a structured strategy designed to help all the key stakeholders involved with a child - the parents, the extended family, the child welfare worker, supervisor, managers, lawyers, judges, and other individuals, maintain their focus on assessing and enhancing child safety at all points in the case process. This practice model integrates the best *Signs of Safety* methodology, i.e., a strengths and solution focused child welfare approach that includes Structured Decision Making. The FCS SOP workgroup which includes all levels of social work staff continues to meet monthly where it discusses overall implementation of SOP and addresses specific areas where SOP can be used. FCS is in the process of setting up our Plan Do Study Act model of implementing each piece of SOP practice. SOP coaching has begun for FCS staff on a regular basis in partnership with the Bay Area Academy (Regional Training Academy).

**Prevention Services:** There are a number of prevention efforts occurring in the county to strengthen families and prevent child maltreatment. The Child Abuse Prevention Workgroup has been meeting since January 2019 and its purpose is to develop a robust, cross-sector,

and coordinated system of high-quality child maltreatment prevention strategies. Some of the desired results of this group are to conduct an asset map of the availability of and connections among child maltreatment prevention resources in Santa Cruz County, prioritization of resources, based on identification of gaps in prevention strategies, and a shared understanding that child maltreatment prevention is everyone's responsibility. To date, a draft of the asset map has been completed and coordination and connection to other prevention-related workgroup/networks has started.

Another prevention effort in the county is the Thrive by Three Advisory Committee whose purpose is to provide strategic, non-binding advice and counsel to the County of Santa Cruz, First 5 Santa Cruz County and other relevant stakeholders, on the development, implementation and evaluation of the Thrive by Three System of Care. Also serves as Nurse Family Partnership (NFP) Advisory Board for Santa Cruz County. The desired results of this committee is that all babies are born healthy, families have the resources they need to support children's optimal development, young children live in safe, nurturing families, and children are happy, healthy and thriving by age 3.

Lastly, another prevention effort in the county is the ACEs Aware Network of Care Learning Series which is through a state grant from the surgeon general's office. The purpose of this group and series is to leverage the infrastructure of two existing countywide initiatives, Thrive by Three and the Child Abuse Prevention Workgroup, reinforce ACEs Aware training topics, share best practices for implementation, and follow-up of ACEs screenings with community networks of care. The desired results for this work is increased knowledge of ACEs, with an explicit racial equity framework, enhanced referral pathways and care coordination within and across medical, social, and community networks of care, and increased capacity to implement policy solutions that address systemic adversity and build community resilience. To date, we have initiated a 3-part series on The Pair of ACEs and will continue to explore the Building Community Resilience model as a county-wide effort to strengthen families and prevent child maltreatment.

## 5-Year SIP Strategy Charts

### Child Welfare

**Priority Outcome Measure or Systemic Factor:** P1 – Achieve permanency within 12 months

**National Standard:** ≥40.5%

**CSA Baseline Performance:** 31.9% (Q4 2018)

Current Performance: Q4 2019

**Target Improvement Goal:**

Santa Cruz County FCS is anticipating each year that a 1.5% to 2.5% increase in the rate of children achieving permanency within 12 months would be accomplished because of the SIP Strategies implemented. By the year 2025, FCS's goal is to meet or exceed the National Standard of ≥40.5%.

**Priority Outcome Measure or Systemic Factor:** Foster and Adoptive Parent Licensing, Recruitment and Retention

**National Standard:** N/A

**CSA Baseline Performance:** As of the CSA there were 54 unmatched (non-relative) Resource Homes who took older children/youth (ages 13-18).

Current Performance: Q4 2019

**Target Improvement Goal:**

Years 1-2: 10 Resource Homes recruited

Year 3: 10 Resource Homes recruited

Year 4: 10 Resource Homes recruited

**Priority Outcome Measure or Systemic Factor:** Service Array

**National Standard:** N/A

**CSA Baseline Performance:** Currently, we only have one program that is focused on child abuse prevention (Encompass Community Services – Families Together).

Current Performance: Q4 2019

**Target Improvement Goal:**

Years 1-2: Research and develop programs in conjunction with California's FFPSA Part 1 Prevention Plan.

Year 3: Implement one prevention program using a practice outlined in California's FFPS Part 1 Prevention Plan and develop a network of family strengthening services.

Year 4: Implement another prevention program using a practice outlined in California's FFPS Part 1 Prevention Plan and expand the network of family strengthening services.

## Probation

**Priority Outcome Measure or Systemic Factor:** P1 – Achieve permanency within 12 months

**National Standard:**  $\geq 40.5\%$

**CSA Baseline Performance:** 35.7% (Q4 2018)

Current Performance: Q4 2019

**Target Improvement Goal:**

Santa Cruz County JPD is anticipating each year that a 1% to 2% increase in the rate of youth achieving permanency within 12 months would be accomplished because of the SIP Strategies implemented. By the year 2025, JPD's goal is to meet or exceed the National Standard of  $\geq 40.5\%$ .

## Child Welfare Services – SIP Strategies

<p><b><u>Strategy 1: Improve Father Engagement</u></b> - Honor the essential role of fathers in the family system by amplifying the engagement, involvement, and support of fathers in their child’s well-being.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Continue the public space enhancement to visually depict pictures of fathers in meeting rooms and other areas across Family and Children’s Services where staff and families gather.	Continue from prior cycle	Dec 2025 January 2022	FCS Analyst, Father Engagement Advisory Council* <i>*Council comprised of FCS staff members at all levels and has been established since 2017</i>
B. Design & deliver Father Engagement skill building training for staff on the importance of fathers, how to engage with fathers, address biases, promote best practices. Includes delivering same training to partner agencies. Customized curriculum will be developed for Santa Cruz in partnership with Bay Area Academy and FCS Staff Development.	Mar 2021	June 2022	FCS Staff Development; Bay Area Academy  Training to include partner agencies and other Human Services staff outside of Family and Children’s Services
C. Collaborate with PAPAS to develop County-wide network/advisory group to emphasize the importance of improving father engagement in all family serving agencies including the Dependency Court and Court partners to address the legal status of fathers and its impact on service delivery.	Apr 2022	Dec 2024	FCS Analyst, Father Engagement Advisory Council, County Counsel

<p>D. With guidance from the Father Engagement Advisory Council continue to explore specific methods to engage fathers including:</p> <ul style="list-style-type: none"> <li>a. Conduct a satisfaction survey r focus group of fathers recently involved with FCS to determine potential areas of program and practice enhancement.</li> <li>b. Align workforce training &amp; coaching to reflect priority improvements based on survey/focus group results for strengthening father engagement experiences.</li> <li>c. Adopt Father-friendly principles and language in to existing and future contracts.</li> </ul>	<p>January 2022</p>	<p>May 2023</p>	<p>Father Engagement Advisory Council, FCS, Staff Development</p>
<p>E. Regularly evaluate father engagement using the following mechanisms:</p> <ul style="list-style-type: none"> <li>a. Conduct qualitative case review quarterly to measure indicators of father engagement.</li> <li>b. Data dashboard of key indicators will be compiled and reported quarterly for FCS Leadership Team, extended leadership and all line staff</li> </ul>	<p>July 2021</p>	<p>December 2023, and then annually</p>	<p>FCS Leadership Team, Quality Case Review Manager</p>

<p><b>Strategy 2: Enhance Services to Birth Parents</b> – Shift the service delivery model of FCS and its partners to increase birth parent participation in achievement of case plan goals by addressing their service accessibility, availability, and cultural needs.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
<p>A. Outreach and engage birth parent voices via in person contact and survey to help shape improvements to birth parent services and supports.</p> <ul style="list-style-type: none"> <li>i. Partner with local community-based organizations (CBOs) serving birth parents to strategize ways to access diverse parent voices countywide.</li> <li>ii. Prioritize and implement recommendation recommended</li> </ul>	October 2021	Dec 2022	FCS Analyst, FCS Program Managers
<p>B. Establish Linkages – a service collaboration between FCS and CalWORKs (Employment and Benefits Services Division) to coordinate welfare-to-work requirement and child welfare services case plan goals to support safety and self-sufficiency.</p> <ul style="list-style-type: none"> <li>i. Participate in statewide CalWORKs/ CWS Coordination Workgroup to identify best practices</li> </ul>	November 2021	June 2023	FCS Division Director; EBSD Director; Linkages Steering Committee

C. Improve family-friendly service delivery hours outside of traditional 8am-5pm weekday schedule (e.g., Saturdays, evenings, etc.) for visitation.	Jan 2022	January 2023 Continuous	FCS Division Director, FCS Analyst
D. Enhance availability and quality of bi-lingual, bi-cultural service providers to work with FCS families. i. Conduct a needs assessment of current FCS service population to determine scope of cultural and linguistic requirements. ii. Survey community for un-tapped resources of bilingual and bi cultural staff. iii. Analyze gaps and identify best options to address disparities based on demand, supply, and resource availability.	Jan 2022	Dec 2025	FCS Division Director
E. Establish Parent Partner Program to train former FCS parents who have successfully reunified with their children to become peer mentors and provide guidance and support to birth parents currently involved with FCS.	July 2021	July 2022 Ongoing	FCS Division Director
F. Regularly evaluate birth parent service utilization via the following mechanisms: a. Conduct quarterly case review to evaluate birth parent service utilization. b. Conduct Birth Parent Satisfaction Survey for FCS Leadership Team review and action.	Jun 2021	Dec 2025 Ongoing	FCS Leadership Team, Quality Case Review Manager

<p><b>Strategy 3: Strengthen Implementation of ICPM</b> - Implement the Integrated Core Practice Model (ICPM) through practice improvements that reinforce behaviorally based change, family-centered decision-making, and strong teamwork communication.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Reinforce the principles, values, and leadership behaviors for ICPM in the administration, policies, and organization culture of FCS including all staff <ul style="list-style-type: none"> <li>i. Review &amp; adjust policies, procedures, and systemic structures to ensure their alignment with ICPM framework</li> </ul>	February 2022	Dec 2022	FCS Leadership Team
B. Improve timely, safe reunification through robust Progressive Visitation practice for all children and youth in out of home care.	Jan 2022	Dec 2025	FCS Program Managers
C. Enhance consistency in SOP practice across all FCS units to ensure alignment with values and principles of ICPM, teaming and engagement.	Mar 2021	Dec 2023	FCS Leadership Team, FCS Best Practices Steering Committee, Staff Development

<p>D. Ensure service partners are following the values, principles, and behaviors of ICPM as they serve FCS families:</p> <ul style="list-style-type: none"> <li>i. Define performance expectations related to ICPM skills for inclusion in service contracts.</li> <li>ii. Establish and incorporate performance expectations into service provider contracts (FFAs, CBOs, etc.) related to ICPM informed engagement, teaming, assessment, care coordination, and transitions.</li> </ul>	<p>Jan 2023</p>	<p>Jun 2025 Ongoing</p>	<p>FCS Analyst</p>
<p>E. Regularly evaluate progress toward full implementation of ICPM using the following methods:</p> <ul style="list-style-type: none"> <li>i. Apply Case Review tools and other CQI processes quarterly to assess, analyze, and disseminate data to all staff to support implementation of ICPM-related practice improvements.</li> </ul>	<p>Jun 2021</p>	<p>Dec 2025 Ongoing</p>	<p>FCS Leadership Team, Quality Case Review Manager</p>

<p><b><u>Strategy 4: Increase Placement Capacity</u></b>                  - Expand placement capacity to better serve youth, especially teens and those with complex needs, by improving support to caregivers and developing therapeutic foster homes.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Foster and Adoptive Parent Licensing, Recruitment and Retention	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Increase recruitment of families to provide foster care for youth ages 13-17 through targeted recruitment campaign. <ul style="list-style-type: none"> <li>i. Establish monthly Resource Family Recruitment Workgroup to launch and monitor targeted recruitment campaign to increase caregivers for teens.</li> <li>ii. Incorporate recommendations from targeted recruitment plan developed by MIG (consultants) into series of social marketing activities initiated &amp; overseen by Workgroup:</li> <li>iii. Cultivate community partnerships that support recruitment efforts in target neighborhoods representative of teen population in need of care.</li> </ul>	May 2022	Dec 2023	FCS Program Manager, Resource Family Approval Unit, Resource Family Recruiter

<p>B. Improve retention through enhanced support and skill building for existing and newly recruited resource families to promote quality care, confidence, and satisfaction across Santa Cruz county's resource parent community.</p> <ul style="list-style-type: none"> <li>i. Establish a Resource Family Retention Workgroup to establish &amp; monitor coordinated effort to retain pool of caregivers.</li> <li>ii. Incorporate recommendations from retention plan developed by MIG (consultants) into system of activities initiated and overseen by Workgroup:</li> <li>iii. Expansion of Lilliput in home support for Kinship caregivers to all resource parents. <ul style="list-style-type: none"> <li>• In home support &amp; stability services</li> <li>• Administer protective factors assessment to identify support needs</li> <li>• Provide parent education with a trauma-informed lens</li> </ul> </li> </ul>	<p>Sep 2021</p>	<p>Jun 2024</p>	<p>FCS Program Manager, Resource Family Approval Unit, Resource Family Recruiter</p>
<p>C. Leverage partnership between FCS and Children's Behavioral Health to select and pilot a therapeutic foster home model for youth with complex needs who can benefit from therapeutic care received in a family-based setting.</p>	<p>Jan 2023</p>	<p>Dec 2025</p>	<p>FCS Leadership Team, Children's Behavioral Health</p>

<p>D. Regularly evaluate progress of placement capacity building using the following methods:</p> <ul style="list-style-type: none"><li>i. Data will be tracked through Binti software and shared with the California Department of Social Services through the Resource Family Approval Workload and Timeliness Quarterly Report.</li></ul>	<p>Jun 2021</p>	<p>Dec 2025 Ongoing</p>	<p>FCS Program Manager, Resource Family Approval Unit, Resource Family Recruiter</p>
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<b><u>Strategy 5: Expand Prevention Services</u></b> - Expand participation in evidence-based prevention services for families at risk of entering FCS and those exiting involvement with FCS by increasing protective factors within families.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Service Array	
	<input checked="" type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> N/A		
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Develop Prevention Services Inventory of prevention-focused services & supports across Santa Cruz County accessible to potential FCS families. i. Leverage existing Prevention Workgroup consisting of FCS and partners to complete and analyze an Asset Map of prevention resources in county & identify zip codes of highest rates of referrals and detention.	Jan 2021	Mar 2022	FCS Leadership Team
B. Connect and collaborate with ongoing county-wide initiatives and networks related to building the capacity of families to prevent child maltreatment and decrease re-entry including the Prevention Workgroup, Children's Network, Youth Violence Prevention Network, and others.	Mar 2021	Dec 2025 Ongoing	FCS Division Director, FCS Analyst
C. Evaluate progress toward expansion of prevention services through quarterly tracking.	Jun 2021	Dec 2025 Ongoing	FCS Leadership Team, Quality Case Review Manager

## Juvenile Probation – SIP Strategies

<p><b><i>Strategy 1: Improve Support for Parents of Probation Youth in Out of Home Care</i></b> – Enhance the resources and supports for probation parents to increase their participation in youth progress, promote positive family relationships, and strengthen their capacity for maintaining permanency, safety, and well-being.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<input checked="" type="checkbox"/> N/A			
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Continue implementation of STAR <sup>13</sup> in collaboration with STAR program partner (Encompass Community Services) to expand use of the Child and Adolescents Needs and Strengths) CANS.	Jan 2021	Dec 2023	STAR Monitoring Committee (3 Probation Managers and 3 Encompass Representatives)
B. Adapt CANS training curriculum provided to Re-entry Specialists for delivery to Juvenile Probation Officers. Training will emphasize use of CANS to inform case planning goals and an intentional focus on re-entry planning by holding regular Child and Family Team (CFT) meetings and case conferencing at specific times (before and after release).	Sept 2021	Oct 2021	Assistant Juvenile Division Director and STAR Program Manager from Encompass
C. Roll-out CANS training to all Juvenile Probation Officers.	Oct 2021	Dec 2021	Assistant Juvenile Division Director and STAR Program Manager from Encompass

<sup>13</sup> STAR (Stable Transitions After Re-entry) is a grant-funded collaboration between Juvenile Probation and a network of community-based organizations offering bi-lingual support, resources, and community linkages to families of youth involved in the juvenile probation system.

D. Evaluate the effectiveness of STAR – Track evaluation data on a quarterly basis to assess progress on program performance objectives. Use feedback from evaluation results to adjust program implementation along the way.	Jan 2021	Feb 2023	STAR Monitoring Committee (3 Probation Managers and 3 Encompass Representatives)
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<p><b>Strategy 2: Implement ICPM Principles, Values and Behaviors</b> – More fully implement the Integrated Core Practice Model (ICPM) through practice improvements that reinforce family-centered decision-making and strong teamwork communication. This includes enhancing the proficiency of the JPD workforce and its partners in foundational ICPM skills, specifically youth/family engagement and teaming.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
<b>Action Steps:</b>	<b>Implementation Date:</b>	<b>Completion Date:</b>	<b>Person Responsible:</b>
A. Establish MOU to support inter-agency collaboration and service delivery in alignment with System of Care principles and the ICPM.	Jan 2021	Jun 2021	Juvenile Division Director
B. Deliver skill building and coaching to JPD staff as it relates to ICPM (Probation Officers and Probation Supervisors) to enhance implementation of Child and Family Teaming in collaboration with behavioral health, child welfare and other system partners.	Jan 2021	July 2021	Juvenile Division Leadership Team (Juvenile Division Director, Assistant Juvenile Division Director, 5 Probation Supervisors)
C. Improve internal information sharing at points of transition to promote continuity of case management services and delivery. A warm handoff will be completed through an abbreviated CFT or case conference virtually or in person with all teaming members whenever a change of an established PO and/or provider is pending.	Jan 2021	Dec 2021	Assistant Juvenile Division Director and 5 Probation Supervisors

<p>D. Establish and incorporate performance expectations into service provider contracts (for CBO partners, STRTP programs, etc.) related to ICPM informed engagement, teaming, assessment, care coordination, and transitions.</p>	Jun 2021	Dec 2021	Juvenile Division Director, Juvenile Policy Analyst
<p>E. Utilize CQI approaches to improve permanency for probation youth:</p> <ul style="list-style-type: none"> <li>i. Collaborate with delinquency court and STRTP representatives to analyze system inefficiencies and identify opportunities to streamline the administrative process so that youth in need of care move into placement as quickly as possible.</li> <li>ii. Focus Case Review tools and other CQI processes to assess, analyze and disseminate data to all staff to support implementation of ICPM-related practice improvements.</li> </ul>	Jan 2021	Dec 2021	<p>Juvenile Division Director, Assistant Juvenile Division Director; court partners and STRTP representatives</p> <p>Assistant Juvenile Division Director</p>

COUNTY: SANTA CRUZ

DATE APPROVED BY OCAP:

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION

#### PROGRAM NAME

Adoption Promotion and Support

#### SERVICE PROVIDER

Meridian Psychotherapy Group

#### PROGRAM DESCRIPTION

Provide culturally competent bilingual counseling and support services that promote, support and encourage the adoption process for families who are considering adoption, going through the adoption process, or have already adopted children from FCS. Individual and family counseling services are provided to resource parents and an include their biological children depending on need. Various therapeutic modalities are utilized including Cognitive-Behavioral Therapy (CBT), Systems Therapy, Interpersonal Therapy (IPT), and Emotionally Focused Therapy (EFT) based on the specific issues and needs of the family.

#### FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
<b>CAPIT</b>	
<b>CBCAP</b>	
<b>PSSF Family Preservation</b>	
<b>PSSF Family Support</b>	
<b>PSSF Time-Limited Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	Behavioral health, mental health services
<b>OTHER Source(s): De-Link</b>	Behavioral health, mental health services

#### IDENTIFY PRIORITY NEED OUTLINED IN CSA

CSA pp. 105, 107-108, 112, 115

- P1 – Permanency in 12 months for children entering care
- Resource parent recruitment, support, and retention

#### TARGET POPULATION

Current dependents in the foster care system with a case plan goal of adoption, families exploring adoption, families with children who have had a finalized adoption.

**TARGET GEOGRAPHIC AREA**

Countywide

**TIMELINE**

SIP CYCLE: JULY 1, 2020 – JUNE 30, 2025

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

<b>Desired Outcome</b>	<b>Indicator</b>	<b>Source of Measure</b>	<b>Frequency</b>
Pre/Post Adoptive families will improve in their ability to deal with the stress/crisis	85% of families will have improved socio-emotional skills as measured by the Perceived Stress Tool and program survey	Pre- and post-adoptive assessment instruments and therapist documentation to assess improvement of family's ability to handle stress (Program developed survey)	Completed by participants at program entry & exit

**CLIENT SATISFACTION**

<b>Method or Tool</b>	<b>Frequency</b>	<b>Utilization</b>	<b>Action</b>
Satisfaction Survey	Completed by participants upon exit from the program	Surveys reviewed annually	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

**COUNTY: SANTA CRUZ****DATE APPROVED BY OCAP:****PROGRAM NAME**

Children's Network Coordination and Capacity Building

**SERVICE PROVIDER**

United Way of Santa Cruz County

**PROGRAM DESCRIPTION**

Perform activities to enhance the coordination and capacity-building functions of the Children's Network. The Children's Network is the countywide child abuse prevention coordinating council whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and to reduce fragmentation of programs for at-risk children and families in Santa Cruz County. It serves as a vehicle for planning, coordination, collaboration, networking and information sharing. Children's Network meetings occur on a bimonthly basis where child, youth, and family serving agencies come together to discuss child abuse prevention and how their individual agencies can contribute to the overall child maltreatment prevention efforts in the county. Some examples of actions the Children Network members have engaged in are disseminating information about resources to their clients, referring clients to member organizations for support, engaging in Child Abuse Prevention Month activities (social media, Board of Supervisors proclamation, etc.) and training staff on mandated reporting. The intent of the Children's Network is to encourage the development of a comprehensive and collaborative delivery system of services to the children and youth of Santa Cruz County. Many Children's Network members are also involved in the other major prevention initiatives in the county such as the Prevention Workgroup, ACEs Aware Network, and the Collective of Results and Evidence-based (CORE) Investments initiative. The plan is to have all these various networks and workgroups, including Children's Network, be part of a unified approach to child maltreatment prevention.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
<b>CAPIT</b>	
<b>CBCAP</b>	Network Development
<b>PSSF Family Preservation</b>	
<b>PSSF Family Support</b>	
<b>PSSF Time-Limited Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	
<b>OTHER Source(s): De-Link</b>	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

CSA p. 120

- Strengthen prevention services network
- Connection and collaboration amongst family serving agencies

- Community partnerships

**TARGET POPULATION**

Vulnerable families at risk of abuse or neglect. Children’s Network members provide various services to at-risk families and the connections with each other facilitate provision of resources and referrals along with understanding how the services they provide impacts child abuse prevention.

**TARGET GEOGRAPHIC AREA**

Countywide

**TIMELINE**

SIP CYCLE: JULY 1, 2020 – JUNE 30, 2025

**EVALUATION**

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

Desired Outcome	Indicator	Source of Measure	Frequency
Reduce the likelihood of child abuse and neglect by convening family serving agencies to coordinate and support community-based efforts to expand services and programs that strengthen and support families	90% of participants believe that the Children’s Network is facilitating integrated prevention services for children, youth, and families.	Program developed survey at the close of each meeting	Completed by participants at the end of each meeting

**CLIENT SATISFACTION**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants at the end of each meeting	Surveys reviewed annually	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

**COUNTY: SANTA CRUZ****DATE APPROVED BY OCAP:****PROGRAM NAME**

Child Welfare Services Flex Fund

**SERVICE PROVIDER**

Family and Children's Services of Santa Cruz County

**PROGRAM DESCRIPTION**

A flexible fund provides tangible concrete support to families receiving Child Welfare Services. Flex funds are provided to any child welfare involved child, youth, or family (birth or resource) to facilitate reunification, promote family preservation, maintain placement by providing flexible, family-based, intensive time-limited and culturally competent intervention and treatment services. Some examples of concrete supports and services provided include summer and afterschool camps, transportation (flights, gas, etc.), rental assistance, utilities, laptops for youth, and specialized therapy.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
<b>CAPIT</b>	
<b>CBCAP</b>	
<b>PSSF Family Preservation</b>	Basic needs, concrete supports, respite care, extracurricular activities
<b>PSSF Family Support</b>	
<b>PSSF Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	
<b>OTHER Source(s):</b>	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

CSA pp. 106-108, 120

- P1 – Permanency in 12 months for children entering care
- Enhance services to birth parents
- Concrete supports
- Housing and homelessness services and support
- Coordination and collaboration between FCS and other departments interacting with child welfare involved families

**TARGET POPULATION**

Children, youth, and families involved in the child welfare system.

**TARGET GEOGRAPHIC AREA**

Countywide

**TIMELINE**

SIP CYCLE: JULY 1, 2020 – JUNE 30, 2025

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

<b>Desired Outcome</b>	<b>Indicator</b>	<b>Source of Measure</b>	<b>Frequency</b>
All children, youth, and families in the child welfare system who need concrete supports to support case plan goals receive them	All children, youth, and families who request flex funds receive them	Internal tracking system monitored by FCS	As requested

**CLIENT SATISFACTION**

<b>Method or Tool</b>	<b>Frequency</b>	<b>Utilization</b>	<b>Action</b>
Verbal feedback and client stories provided to CWS social worker	After request has been processed	Feedback will be used to target needs and services	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

**COUNTY: SANTA CRUZ****DATE APPROVED BY OCAP:****PROGRAM NAME**

Supervised Visitation

**SERVICE PROVIDER**

Parents Center

**PROGRAM DESCRIPTION**

Supervised visitation promotes and encourages healthy parent-child relationships and assists children and biological parents in the work of family reunification. Different levels of supervised visitation occur depending on the issues that brought the family to the attention of FCS. All supervised visits can occur in the office, parent's home, or in the community except for Level 5. The levels of supervised visitation are as follows:

- Level 5: Therapeutic Visits/Sessions — these visits shall be supervised by a mental health professional, and serve the clinical purpose of helping the client and/or child overcome barriers preventing them from moving to less structured parent/child visits. Therapeutic visitation shall only be provided as a result of a Court order and shall take place in the provider's office.
- Level 4: Highly Structured Supervision (Purposeful) — these visits require continuous, close monitoring the parent/child interaction by the visit supervisor, and shall provide coaching, mentoring, structure and safety of the child.
- Level 3: Moderately Structured Supervision (Monitored) — the visit supervisor shall be present during all visits. Supervision ranges from being close by during the visit to ensuring the visit occurs in a public setting with the visit supervisor checking in periodically. Visit supervisors may provide some coaching and mentoring during these visits.
- Level 2: Intermittent Supervision — for these visits, the visit supervisor shall be present for a check-in at the beginning and/or end of the visit and may provide some coaching regarding activities before the visit. Visit supervisors may provide some coaching and mentoring during these visits.
- Level 1: Unsupervised — for these visits, the visit supervisor is not required to be present for the majority or any of the visit but may check in with the visit participants through a phone call or receive feedback after the visit.

A trained bilingual, bicultural visit supervisor who is culturally competent supervises Court-ordered visits for families referred by FCS and provides Triple P services. Triple P levels 2-5 are provided during the visits dependent on the intensity of the parenting intervention needed and the behavior problems a family experiences. The visit supervisor is supervised by a licensed or

license-eligible clinician. Services are available in Spanish for monolingual Spanish-speaking families.

Father-friendly principles have been added to Parents Center’s contract in an effort to increase father-focused services and practices in the context of supervised visits, therapy, and parenting classes.

**FUNDING SOURCES**

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	Parent/sibling visitation
PSSF Adoption Promotion and Support	
OTHER Source(s):	

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

CSA pp. 113, 118-122

- P1 – Permanency in 12 months for children entering care
- Family engagement
- Supervised visitation availability after work hours and on the weekends
- Father engagement

**TARGET POPULATION**

- Children and youth that are removed from their home and placed in a resource family home or short term residential treatment program (STRTP)
- Parents or primary caregiver of such a child, in order to facilitate the reunification of the child safely, appropriately and in a timely fashion

**TARGET GEOGRAPHIC AREA**

Countywide

**TIMELINE**

SIP CYCLE: JULY 1, 2020 – JUNE 30, 2025

COUNTY: SANTA CRUZ

DATE APPROVED BY OCAP:

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase in knowledge of parenting skills	30% decrease in child problem behaviors and parental stress as determined by the PAFAS and CAPES questionnaires; 25% improvement in overall parenting style as determined by the PAFAS questionnaire	Parent and Family Adjustment Scales (PAFAS), Child Adjustment and Parent Efficacy Scale (CAPES) administered at beginning of services, regular intervals during services, and at exit	Completed by parent at regular intervals and program exit

## CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction survey	Completed by participants semi-annually	Surveys reviewed semiannually	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

**PROGRAM NAME**

Families Together (Differential Response/Diversion Services)

**SERVICE PROVIDER**

Encompass Community Services

**PROGRAM DESCRIPTION**

Families Together is a comprehensive child abuse early intervention and prevention program serving the entire county. This initiative, using a differential response/diversion model, is a collaborative effort between the FCS Division and Encompass Community Services. Funding from First 5, and Santa Cruz County Health Services and Human Services Departments (including CCTF, CAPIT, and PSSF Family Support) are braided together to support this program. Families Together is an essential part of the differential response/diversion strategy developed in Santa Cruz County to reduce child abuse and neglect. It is an innovative program that utilizes in-home, individualized services with an emphasis on the parent-child relationship and child development and parent education. Goals of the program include:

- Improved parent-child relationship
- Improved family support
- Improved community engagement
- Improved child safety
- Improved child health and development
- Improved child well-being

Participation in Families Together is voluntary. FCS refers parents to this program when they've been reported to FCS and the referral has been either assessed out or investigated and the case has been closed regardless of the disposition of the referral (unfounded, inconclusive, substantiated). During the pandemic, Families Together has continued to provide services virtually. Services can be provided up to 6 months and the frequency depends on the specific needs of the family.

Once a referral is identified, FCS contacts the family to engage them in voluntary community-based services. The following services are provided:

- Case management including intake, assessment, service plan development, linkage to resources and monitoring of progress in achieving service plan objectives.
- Parent education and skill building – early childhood education, Triple P Parenting education (Levels 2-5).

**COUNTY: SANTA CRUZ****DATE APPROVED BY OCAP:****FUNDING SOURCES**

<b>SOURCE</b>	<b>LIST FUNDED ACTIVITIES</b>
<b>CAPIT</b>	Differential Response, case management, parent education
<b>CBCAP</b>	
<b>PSSF Family Preservation</b>	
<b>PSSF Family Support</b>	Differential Response, case management, parent education
<b>PSSF Time-Limited Family Reunification</b>	
<b>PSSF Adoption Promotion and Support</b>	
<b>OTHER Source(s): County Children's Trust Fund, First 5</b>	Differential Response, case management, parent education

**IDENTIFY PRIORITY NEED OUTLINED IN CSA**

CSA pp. 113, 117-119, 128

- P1 – Permanency in 12 months for children entering care
- Family engagement
- In-home support services for families
- Concrete supports
- Housing and homelessness services and supports

**TARGET POPULATION**

- Families with children at risk of abuse or neglect
- Families with one or more risk factors
- Families that have already demonstrated a need for intervention

**TARGET GEOGRAPHIC AREA**

Countywide

**TIMELINE**

SIP CYCLE: JULY 1, 2020 – JUNE 30, 2025

## EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Participants will demonstrate increased protective factors and decreased risk	80% of primary caregivers who participate in Differential Response will demonstrate reduced risk based on a final assessment	Structured Decision-Making tool (SDM)	Completed with participants at exit and compared to initial Risk Assessment provided by FCS
Primary caregivers will have increased parenting skills	80% of primary caregivers will have improved parenting	Protective Factors Survey	Completed with participants at entry + exit

### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction survey	Completed by participants at exit	Surveys reviewed after each exit from program	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

**CAPIT/CBCAP/PSSF Expenditure Workbook  
Proposed Expenditures  
Worksheet 1**

(1) DATE SUBMITTED: 11/6/20 (2) DATES FOR THIS WORKBOOK 7/1/20 thru 6/30/25  
 (4) COUNTY: Santa Cruz (5) PERIOD OF SIP: 7/1/20 thru 6/30/25 (6) YEARS: 5

(3) DATE APPROVED BY OCAP Internal Use Only
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(7) <u>ALLOCATION</u> (Use the latest Fiscal or All County Information Notice for Allocation):	<b>CAPIT: \$ 81,308</b>	<b>CBCAP: \$16,735</b>	<b>PSSF: \$153,316</b>	<b>\$251,359</b>
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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	Children's Network Coordination and Capacity Building	Network Development	United Way of Santa Cruz County		\$0		\$16,735	X	\$0	\$0	\$0	\$0	\$0		\$0		\$16,735
2	Families Together		Encompass Community Services		\$81,308		\$0		\$0	\$31,881	\$0	\$0	\$31,881		\$687,369	First 5, Government	\$800,558
3	Supervised Visitation		Parents Center		\$0		\$0		\$0	\$0	\$47,507	\$0	\$47,507		\$0		\$47,507
4	Adoption Promotion and Support		Meridian Psychotherapy Group		\$0		\$0		\$0	\$0	\$0	\$31,000	\$31,000		\$22,148	Government	\$53,148
5	Child Welfare Sevices Flex Fund		Family and Children's Services of Santa Cruz County		\$0		\$0		\$44,403	\$0	\$0	\$0	\$44,403		\$0		\$44,403
6					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
7					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
<b>Totals</b>					<b>\$81,308</b>		<b>\$16,735</b>		<b>\$44,403</b>	<b>\$31,881</b>	<b>\$47,507</b>	<b>\$31,000</b>	<b>\$154,791</b>		<b>\$709,517</b>		<b>\$962,351</b>
									29%	21%	31%	20%	100%				

