

Sonoma County System Improvement Plan

Child Welfare Juvenile Probation

Submitted to
California Department of Social Services

By
**Sonoma County Human Services Department
Sonoma County Probation Department**

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California's Child and Family Services Review System Improvement Plan	
County:	SONOMA
Responsible County Child Welfare Agency:	SONOMA COUNTY HUMAN SERVICES DEPARTMENT
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INTRODUCTION

The **Sonoma County 2010 – 2013 System Improvement Plan (SIP)** is the third component in the County's review, assessment, planning and improvement of its Child Welfare Services (CWS). This process occurs on a triennial cycle and operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting on program outcomes. Sonoma County is in its third cycle of this triennial process.

This intensive examination allows the County to better understand its practices; policies and procedures; availability and effectiveness of its resources; and the nature of its service delivery. The County is able to identify strengths, barriers and challenges, and areas needing improvement. The resulting plan for making the necessary improvements is known as the System Improvement Plan (SIP). The overall focus of the SIP is a commitment to specific measurable improvements in performance outcomes that the County will achieve within a defined timeframe.

The lead agencies for this process are the Sonoma County Human Services Department (HSD) and the Sonoma County Probation Department (SCPD). The Family, Youth and Children's Division (FY&C) of the HSD is responsible for investigating familial child abuse and for providing services to children and families who are involved with the Child Welfare System, in either voluntary or court-ordered programs. The SCPD is responsible for outcomes related to foster children under its direct supervision that are receiving Child Welfare Services.

The SIP is developed every three years by the lead agencies in collaboration with local child abuse and neglect prevention partners, community partners, youth, parents, foster parents, adoptions agencies, group homes, service providers, representatives of local Native American Indian Tribes, law enforcement, education, child care, mental health providers, and county departments such as Alcohol and Other Drug Services, Public Health, and Mental Health. Technical assistance is provided by the California Department of Social Services and the Regional Training Academies (Bay Area Academy). The SIP must be approved by the Sonoma County Board of Supervisors and the California Department of Social Services.

This continuous triennial process is mandated by California Assembly Bill 636 (effective January 2004), which created the Child Welfare Services Outcomes and Accountability System, also known as the California Child and Family Services Review (C-CFSR). The C-CFSR requires that for each three year period, each county will complete a Peer Quality Case Review (PQCR), a County Self-Assessment (CSA) and a three-year System Improvement Plan (SIP). The C-CFSR also mandates annual updates to the SIP. The Sonoma County 2010 – 2013 SIP will be in place from July 2010 through June 2013, with annual updates to the State.

In addition to requiring improvement of the outcomes for children in the Child Welfare System, AB 636 holds the CDSS and the counties accountable for the outcomes

achieved. The purpose of the legislation is to improve the performance of counties in order to improve the outcomes of children involved in the Child Welfare System. Performance indicators have been developed to measure progress toward achieving the **safety, permanency** and **well-being** goals included in the legislation¹:

- Protect children from abuse and neglect.
- Have children safely maintained in their own homes whenever possible and appropriate.
- Enhance families' capacity to provide for their children's needs.
- Provide children permanency and stability in their living situations.
- Ensure children receive appropriate services to meet their educational needs.
- Ensure children receive adequate services to meet their physical and mental health needs.
- Preserve the continuity of family relationships and connections for children.
- Prepare youth emancipating from foster care to transition into adulthood.

Building on information gathered during the 2009 Peer Quality Case Review and 2010 County Self-Assessment, the following four federal outcome measures, two process measures and two systemic factors were selected for inclusion in the Sonoma County 2010 – 2013 SIP:

No Recurrence of Maltreatment (Measure S1.1)

This safety measure reflects the percentage of children who were not victims of a substantiated or inconclusive child maltreatment allegation within six months of another substantiated child maltreatment allegation.

Reunification within 12 Months (exit cohort) (Measure C1.1)

This permanency measure reflects the percentage of children discharged to reunification within 12 months of removal from the home.

Exits to Permanency (24 months in care) (Measure C3.1)

This permanency measure computes the percentage of children discharged to a permanent home by the last day of the period of analysis² and prior to turning 18 who had been in foster care for 24 months or longer.

Timely Investigations/Contacts (Process Measures 2B & 2C)

These measures compute the percentage of referrals in which face-to-face contact with a child occurs, or is attempted, within the regulatory timeframes and the percentage of children who received a monthly visit, out of all those children for whom a visit was required.

¹ See <http://www.dss.cahwnet.gov/cdssweb/entres/pdf/AB636.pdf>.

² The period of analysis for most of the U.C. Berkeley data is a 12 month time span with rolling counts. For example, Quarter 3 of 2009 refers to the time period between October 1, 2008 to September 30, 2009. Quarter 4 of 2009 refers to the time period between January 1, 2009 to December 31, 2009. Each new quarter is incorporated into the previous 3 quarters' data.

Foster Parent Recruitment and Retention (Systemic Factor)

Sonoma County has a core group of committed foster parents who assist the county in shaping policy and in improving programmatic outcomes. Having enough foster homes to meet the placement and cultural needs of children in care is a systemic precondition for improving child welfare outcomes, including timely reunification and exits to permanency.

Culturally Appropriate and Accessible Services (Service Array) (Systemic Factor)

Child abuse prevention, early intervention and treatment must be a community priority. Children and families must have access to an array of services that are community-based, culturally appropriate, and have evidence that they are effective to remediate the problems that brought them to child welfare in the first place. The availability of such services is a systemic precondition for improving child welfare outcomes, most notably in the areas of recurrence of maltreatment and timely reunification.

Probation Outcome

The Probation Department will continue to work diligently to refer minors and their families to necessary services and programs in an effort to promote positive change, reduce recidivism, and promote rehabilitation. The Probation Department will rely on collaborative efforts between local and county agencies, along with establishing new services and protocols provided specifically to assist youth and families.

DEFINING THE COMPONENTS

Peer Quality Case Review (PQCR)

The current C-CFSR cycle began in June 2009 when the County and many community partners kicked off the 2009 Peer Quality Case Review (PQCR). The focus of the PQCR was on Exits to Permanency (HSD) and Aftercare (SCPD). Cases were randomly selected on which social workers and probation officers were interviewed in depth to identify trends in practice, both positive and negative, that are believed to have affected outcomes for those children. Representatives from other counties who perform well in this focus area also participated in the case analyses. During the week of the PQCR case reviews, the County also hosted eleven focus groups to get the perspective of its partners and stakeholders including the Courts, attorneys, foster parents, social workers, supervisors, foster youth, Native American tribes, CDSS Adoptions Branch, Sonoma County Mental Health and the Valley of the Moon Children's Home staff. The PQCR report was submitted to CDSS in August 2009.

County Self-Assessment (CSA)

The next component in the C-CFSR process was the more comprehensive analysis of the County Self-Assessment (CSA) which was completed in March 2010. This included a series of community meetings examining Sonoma County's performance in all the outcome areas. The collaborative CSA Core Team explored the county's strengths, challenges and unmet needs in all of the federal and state performance areas. The Core Team was comprised of child welfare staff and managers and a wide array of

county and community partners. As a result of the CSA, Sonoma County has identified four outcome areas, two process measures and two systemic factors that are in need of improvement over the next three years.

System Improvement Plan (SIP)

The 2010 – 2013 System Improvement Plan (SIP) is the County's commitment to make measurable improvement in the four chosen performance outcome areas and two process measures. Improvements in the Systemic Factors, while not measurable per se, are necessary to improve the outcome areas and as such are included in the SIP. The SIP contains **improvement goals** for improving measured performance in each of the four outcome areas. **Strategies** define the specific approaches that will be employed to achieve each goal. **Milestones** are the benchmarks indicating progress toward full implementation of each strategy. **Timeframes** are established to provide chronological order and priority to the milestones. The SIP also **assigns responsibility** for completing the milestones. The County began developing the SIP in March 2010.

Integrating the SIP and CAPIT/CBCAP/PSSF Three-Year Plan

CDSS has revised the C-CFSR guidelines so that counties are required to fully integrate the elements of the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) three-year plan into the C-CFSR process. Sonoma County has included the documents of the CAPIT/CBCAP/PSSF three-year plan in this SIP. The purpose of combining these two planning processes is to enable the counties to coordinate prevention planning with planning for strategies that affect outcomes. The 2010 – 2013 SIP reflects the County's efforts to begin integrating these processes.

The Sonoma County Human Services Department, which administers all three funding sources has already integrated the programs funded with PSSF and CBCAP funding into its SIP by identifying those programs as SIP strategies. In other words, the County expects to see an impact on its AB 636 outcome measures as a direct result of its funding of prevention programs with PSSF and CBCAP funding.

Decisions regarding CAPIT funding are made by the Sonoma County Human Services Commission. The Human Services Commission (HSC) consists of 10 individuals appointed by the Board of Supervisors, and one member each from United Way, Community Foundation, City of Santa Rosa, Human Services Department and the Mayor's and Council Members Association. The HSC is staffed by the Sonoma County Human Services Department (HSD). At the time of the SIP's completion, the HSC was beginning the process of using the AB 636 outcome measures as a framework for its funding decisions.

2010 – 2013 SIP Narrative

Child Welfare

Child Welfare managers initiated the process of developing the SIP by selecting the three child welfare outcome areas to be addressed in 2010 – 2013, a decision-making

process driven by the findings of the PQCR and CSA. SIP goals, strategies, milestones, timeframes and assignment of responsibilities were further fleshed out in collaboration with supervisors, staff and community stakeholders. A mandatory half-day SIP kickoff meeting was held for all child welfare staff in March 2010. The event featured breakout discussion groups that corresponded to the proposed target outcome areas and systemic factors. Staff were asked to assist in the identification of strategies to improve local performance in each outcome area. In June 2010, a mandatory strategic planning session was held off-site for all child welfare supervisors and managers. SIP strategies were narrowed down and benchmarks and initial assignments were chosen. Finally, a community meeting was held on June 30, 2010 to discuss proposed SIP goals and strategies with child welfare stakeholders and the community. The main objective of the community meeting was to engage the community in the development and implementation of the SIP. HSD is committed to strong community partnerships and promised to report back to the community each year on the progress of SIP activities. (For a full list of C-CFSR Team participants, please see Appendix 2.)

Probation

The Probation Department initiated the process of developing the SIP by selecting the two probation outcome areas to be addressed in 2010 – 2013, a collaborative process driven by the findings of the PQCR and CSA. SIP goals, strategies, milestones, timeframes and assignment of responsibilities were further identified through collaboration with supervisors, line-staff, and local services within the community. The Probation Department is committed to further participation in local partnerships and cooperation with outside agencies, local services, and youth and their families, to successfully implement the identified outcomes and strategies.

The following outline provides an overview of the goals and strategies included in the 2010 – 2013 SIP. Themes that emerged during the PQCR and CSA provide the framework for each SIP goal area. Further detail of each goal area is contained in the planning templates section (SIP Matrix) of this document. Please note that the data included in this section is more current than the data presented in the 2010 Sonoma County Self-Assessment.

Outcome Measures

Recurrence of Maltreatment (Measure S1.1)

Sonoma County has historically performed slightly below the national target of 94.6%. In Quarter 4 (Q4) of 2009 89.1% of children were not re-abused within 6 months compared to a baseline of 94.3% (2003) and the national target of 94.6%.

Race/Ethnicity: The largest discrepancy between the national target and county performance on this measure has historically been with white children. In 2002, this subgroup had a 94.3% rate of no recurrence of maltreatment which consistently dropped to 89.3% in 2005. Since 2005, it rose to 94.5% (Q4 2008) before it began to

decline again. The most recent quarter for which data are available is Quarter 4 2009 and white children experienced no recurrence of maltreatment at a rate of 89%. The numbers for Native Americans are too small for analysis.

Age: In Q1 2009, the two age groups with the lowest rates of no recurrence of maltreatment were Under Age 1 (91.7%) and Ages 11 to 15 (91.5%). Children ages 1 to 5 experienced a rate of no recurrence of maltreatment that is higher than the national target at 96.5%.

Many factors contribute to performance in this area including the availability and nature of services after a first substantiated allegation. In Sonoma County, families are referred to prevention services when an allegation is substantiated but the situation stabilizes and a voluntary case is not opened. Services include Triple P parent education³, Functional Family Therapy⁴, and a Wraparound-type case management program. These programs are supported with Promoting Safe and Stable Families funding⁵.

FY&C plans to examine closely the demographic data to identify practice issues contributing to disproportionality in referrals and entries into foster care. In addition, the department will employ the following strategies with the purpose of improving Sonoma County's performance on No Recurrence of Maltreatment, some of which are already in progress:

- Community Education/Outreach (on child abuse and reporting laws)
- Strengthen Linkages Program
- Collaborate with county and community partners through efforts such as the Family Recovery Project, Substance Exposed Newborns, Family Justice Center, ICWA Roundtable, etc.⁶
- Implement Structured Decision Making (SDM) Assessment Tools
- Explore with view to implement Team Decision Making
- Coordinate prevention services (PSSF/CBCAP/CAPIT)

Reunification within 12 Months (exit cohort) (Measure C1.1)

Sonoma County has steadily improved its rate of timely reunification since the baseline time period of Q2 2003. At that time, 43.2% of children who exited to reunification did so within 12 months of being removed from the home. In Q4 2009, Sonoma County's rate of timely reunification had increased to 60.2%. Still below the national target of 75.2%, Sonoma County continues to examine and refine its reunification practices as evidenced by its ongoing improvement.

³ Triple P is an evidence-based parent education program. More information can be found at the California Clearinghouse for Evidence-Based Practice (<http://www.cebc4cw.org/>).

⁴ Ibid.

⁵ Promoting Safe and Stable Families Family Support and Family Preservation funds

⁶ More information on these collaborative initiatives can be found in the 2010 Sonoma County Self-Assessment of Child Welfare Services, available at http://www.sonoma-county.org/human/pdf/2010_scsa_cwjp.pdf

Race/Ethnicity: White children and Hispanic children are the only subgroups with large enough counts for meaningful analysis and the difference in the rate of timely reunification between the two is remarkable. 30 Hispanic and 48 White children exited to reunification during the period of analysis (Q4 2009).⁷ However, only 46.7% of Hispanic children were reunified within 12 months compared to 66.7% of White children.

Age: In Q4 2009 age subgroups 3-5 and 6-10 had the highest rates of reunification within 12 months at 75% and 74.1% respectively. Children ages 11-15 had the lowest rate of reunification within 12 months at 37.5%.

Sonoma County has made significant progress in this measure, improving by 17 percentage points since 2003. To continue to move toward the national target of 75.2%, FY&C will implement the following strategies, some of which are already in progress:

- Utilize Family Reunification parent mentors
- Icebreaker Visit Program
- Collaborative, coordinated case planning with SonomaWORKS, Probation and Alcohol and Other Drug programs
- Family engagement in case planning
- Family Unification Program (Section 8 Housing Vouchers)

Exits to Permanency (24 months in care) (Measure C3.1)

Since the baseline period of Q2 2003, Sonoma County's performance has remained relatively consistent, hovering around 19% with minor fluctuations up or down. While Sonoma County remains well under the state/national target of 29.1% in this area, it has made remarkable gains in this measure. The current⁸ rate of 22.4% is the county's highest in over five years.

Race/Ethnicity: In Q4 2009, the number of white children in care for 24 months or longer was over two times the number of the next largest subgroup, Hispanics. Of all ethnicities, only Hispanics have historically surpassed the national target of 29.1% exiting to permanency after 24 months or longer in care. However, in Q4 2009, the rate for hispanic children dipped to 17.3%. In Q4 2009, black youth had the lowest rate of exits to permanency at 12.5%, although the total number of youth in this subgroup was small (n=8). White youth exited to permanency at a rate of 23.3% in Q4 2009. In Quarter 4 2009, 58% of all children in care for over 24 months were white.

Age: In Q4 2009, the rate of successful exits to permanency steadily declined the older the child. For children ages 6-10, 40% exited to permanency after 24 months in foster care. For children ages 16-17, the rate dropped to 14%. Only 12 children under age 5

⁷ The period of analysis for most of the Berkeley data is a 12 month time span with rolling counts. For example, Quarter 3 of 2009 refers to the time period between October 1, 2008 to September 30, 2009. Quarter 4 of 2009 refers to the time period between January 1, 2009 to December 31, 2009. Each new quarter is incorporated into the previous 3 quarters' data.

⁸ Quarter 4 2009

were in foster care for more than 24 months during the period of analysis. 50% of children in care for more than 24 months are age 11-15.

Sonoma County has made some progress in this measure in the past year, improving by roughly 3 percentage points since 2003. FY&C will be closely monitoring the recent decline in the rate of successful exits for Hispanic youth, which is believed to be a random anomaly and not due to negative changes in practice or systemic factors. Sonoma County has recently begun to implement SB 163 Wraparound. FY&C has contracted with a local community-based provider that has subcontracted with an agency that has considerable experience in implementing Wraparound. It is expected that the youth to be targeted for Wraparound will be largely drawn from youth that comprise this measure (in care for 24 months or longer) and that the County will subsequently see its performance improve. Other strategies planned for the next three year SIP period are:

- Conducting placement assessments/reassessments
- Achieving Collaborative Excellence (ACE) Initiative – a collaboration between Copperhill Office and Valley of the Moon Children’s Shelter
- Expand LifeLong Connections
- Youth engagement
- Concurrent planning beyond Family Reunification

Systemic Factors

Recruitment and Retention of Foster Parents

Oversight of foster parent recruitment efforts has been restructured to provide a better link with retention and training programs. Until this past year, foster parent training and retention was managed separately from recruitment and licensing efforts. In May of 2009, the manager responsible for Foster Parent Retention and Training was assigned to also lead the new recruitment efforts. This restructuring resulted from the realization that providing training is critical in the recruitment, development and retention of new foster homes.

An initial analysis of recruitment activities indicated that foster parents were the best and most successful recruiters. FY&C, in partnership with the Redwood Empire Foster Parent Association, is in the process of developing methods for more strategically using foster parents as a key component of recruitment efforts. Sonoma County’s SIP goal in this area is for Sonoma County to have enough culturally appropriate foster homes for all children who need them. To that end, the following activities are planned for the 2010 – 2013 SIP period:

- Participate in the Quality Foster Parent Pilot Project⁹
- Develop mentoring resources
- Focus on recruiting foster homes for older youth and Spanish-speaking children
- Continue to improve foster parent application process
- Expand support for foster parents to include Spanish-speaking services

⁹ The Quality Foster Parent Pilot Project is a project sponsored by the Youth Law Center and funded by the Stuart Foundation. Sonoma County was one of 10 counties selected to participate in the Pilot Project.

Service Array

Sonoma County continues to provide mandated and traditional services for children and families as it also strives to implement new and innovative programs that are evidence-based and will lead to improved child welfare outcomes. FY&C is embarking on a number of best practice initiatives to promote strengths-based, collaborative approaches in working with families, including Triple P, Functional Family Therapy and Wraparound. The 2010 – 2013 SIP includes strategies to institutionalize these initiatives into the regular way of doing business. Strategies include:

- Develop a system for identifying and linking clients to effective services
- Ensure array of services is available to meet clients' needs
- Prioritize service contracts to bilingual and bicultural providers
- Promote communication with and accountability of service providers via contracts

Process Measures

Timely Investigations and Contacts (Measures 2B & 2C)

Safety is the primary mission of the Family, Youth and Children's Division of the Sonoma County Human Services Department. Timely investigations of allegations of child abuse and neglect and regular contact with social workers are key safeguards for children both at home and in foster care. Analysis of the data on these process measures has led the department to conclude that issues in data entry are the primary culprit for the County's underperformance. For example, if visits between social workers and youth are not recorded in a timely fashion into the database, the agency performance in Measure 2C will decline. During the next SIP time period, FY&C will be undertaking the following strategies to improve performance on these measures:

- Continue to analyze data issues affecting compliance
- Monthly reports on compliance by worker and unit
- Identify organizational changes that will solve data entry challenges

Probation

Sonoma County's Juvenile Justice system is comprised of the Superior Court, which dedicates two judges to handle delinquency matters, the Probation Department, the Public Defenders office, the District Attorney's office, a juvenile custody institution, a boys youth camp, and the Sierra Youth Center for girls. The supervision of juveniles in the community varies from informal probation to specialized programs designed to handle more serious offenders.

The Juvenile Probation Division of the Sonoma County Probation Department handles approximately 1,200 youth offenders per year. The Probation Department is responsible for investigating crime reports referred by local law enforcement agencies, determining the appropriate level of handling of those referrals, preparing reports with recommendations to the court and supervising juvenile offenders in the community.

In addition to supervising offenders in the community, juveniles who are placed in out of home care in camp or residential facilities are supervised and monitored closely by the probation department with a focus on family reunification.

Sonoma County opened a newly constructed, state-of-the-art Juvenile Justice Center in 2005. This facility brings together a 120-bed Juvenile Hall, Juvenile Probation services, the Juvenile Court, and the offices of the District Attorney and the Public Defender. In addition to the staff of the juvenile hall, mental health and school specialists are also integral members of the team of individuals working with incarcerated youth to ensure quality of care and the delivery of multi-agency services.

In the past three years, Sonoma County has experienced a steady, upward trend in the number of youth entering the juvenile justice system. The use of a new assessment tool, coupled with new training in case management procedures and motivational interviewing, was implemented in the latter part of 2007. This evidence-based tool, the PACT (Positive Achievement Change Tool) assists in accurately determining the level of need and appropriate services for youth referred to the probation department; and increases the department's ability to maintain youth in the community as alternatives to incarceration and placement.

Additionally, the system is experiencing an increase in more complex caseloads, including cases involving more sophisticated crimes, mental health disorders, and substance abuse/dual diagnosis disorders. These cases require coordination between multiple systems. In order to address these issues, the Probation Department is being proactive by looking at alternatives to detention and out-of-home care for youth who filter through the juvenile justice system. In addition, the Probation Department is committed to providing reintegration and transition services to youth returning from placement or out-of-home care. Coordinated efforts between the Mental Health Division of the Sonoma County Department of Health Services, the Sonoma County Human Services Department, and Probation have led to the implementation of a Wraparound Program, which allowed the Probation Department to expand the number of services available to youth and families. In addition, the Probation Department has expanded its efforts to locate family members of youth currently in the Juvenile Justice System, who may be able to provide necessary care and support for such minors.

The County Juvenile Probation Division benefits from long standing relationships with the HSD, including Child Welfare Services, the Mental Health Division of the Sonoma County Department of Health Services and local non-profit community-based organizations, in a system that works collaboratively. The County's Juvenile Justice System also benefits from a number of grant-funded programs for its young offenders, including: Juvenile Justice Crime Prevention Act programs (family, gang-intervention, restorative justice, case management, and truancy programs); Juvenile Probation and Camp Fund programs (diversion and early-intervention life skills programs); Title II Formula Grants (gender-responsive groups); and Mentally Ill Offender Crime Reduction Program (family treatment). Recently, in June 2010, the Probation Department began providing youth and families with Wraparound services in conjunction with the service

providers SAY and Seneca Center. This program is monitored and carried out with joint support through Mental Health, Child Protective Services, Probation, Education, and State Adoptions. Such collaboration creates a system of care charged with monitoring the efficacy and standards of the program, along with providing youth and families' necessary services and support.

Given the resources available to the Probation Department, including an improved assessment tool and the coordination of services with local agencies, it is believed probation will more effectively be able to: 1) continue to link juvenile probationers with appropriate evidence-based programs and services; 2) to better engage the youth and their families in programs/treatment; and 3) foster and maintain permanency for youth in out of home care.

The Probation Department will continue to work with youth and their families through the Wraparound Program in an attempt to provide pre and post placement services, possibly avoiding un-necessary home removal. For those youth currently in out of home care, the Probation Department will continue to provide transitional services and refer youth to necessary services prior to youth exiting from out of home care. These services include assistance through the Transitional Housing Placement Plus Program (THPP), referrals to Wraparound services, and further community supervision upon completion of treatment and return to the community. The Probation Department strongly believes the continuation of support and services to youth and families while in and returning from treatment is imperative when attempting to successfully facilitate positive change and permanency.

Sonoma County firmly believes that an integral part of keeping youth with their families is increased parental participation in their youth's rehabilitative process. It is imperative that the parents are more a part of developing treatment plans for their child and for their family. Increased parental involvement will be the goal for the Probation Department in the current SIP.

Local Planning Bodies

Sonoma County has numerous collaborative partners that were involved in the County Self-Assessment process and/or are involved in the System Improvement Plan. Partners include the Sonoma County Human Services Commission, the local Child Abuse Prevention Council, community-based organizations, other county departments, law enforcement, local tribal organizations, the Redwood Empire Foster Parent Association, State Adoptions, and many others. Each partner or collaborative body contributed information, varying points of view, identification of needs and service gaps as well as support for the concept of a community self-assessment. Through the collaborative process they have lent their assistance to planning for change and will continue to be actively involved in the ongoing elements of the SIP.

Development of the County Self-Assessment and the System Improvement Plan must include community partners to be successful. The department does not have the resources to stand alone in preventing and treating child abuse nor should it be the sole responsibility of one

agency. These children and their families are the responsibility of the community at-large and the County of Sonoma values their ongoing support and partnership.

Examples of collaborations and planning bodies include:

- **LifeLong Connections (LLC) Collaborative** has representatives from State Adoptions, the SRJC Kinship Education Program, Minors' Attorneys, the Mental Health Department, True to Life Children's Center and Alternative Family Services. The LLC mission is to assist foster youth in finding and maintaining permanent connections before and after emancipation from care. FY&C has one full-time social worker dedicated to the LLC program.
- **Redwood Empire Foster Parent Association (REFPA)** provides input on the needs of foster parents and children. REFPA participates with FY&C management and staff on a recruitment and retention work group, and on the development of training plans that include both foster parents and social workers. Currently, REFPA is partnering with FY&C on action steps to respond to the needs of substance exposed newborns.
- **Valley of the Moon Children's Foundation** is providing annual scholarships for foster youth who are pursuing higher education or vocational training. The Foundation raised over 6 million dollars for all phases of a new children's shelter, with the 3rd and last phase completed in 2009.
- **The Sonoma County Youth and Family Partnership (SCYFP)** includes partners from the Sonoma County Office of Education, Juvenile Probation, Mental Health, Alcohol and Other Drug Services, the North Bay Regional Center, community-based organizations and the courts. The self- assessment process was discussed with this planning body and they were invited to community forums. Their input on specific programs, problems and solutions is solicited on an ongoing basis.
- Components of the SCYFP are the **Case Management Council (CMC)** and the **mid-level managers collaborative**. The CMC works together to develop case plans for children in the community, difficult to place children and now consider referrals of youth to the SB 163 Wraparound program. Children are viewed as belonging to everyone and each partner provides whatever input and services are appropriate for their agency.
- **The Redwood Children's Center (RCC)** steering and oversight committees are involved in providing quality care and services to children who are victims of sexual abuse. A collaborative effort between local law enforcement, the District Attorney's office, Mental Health, and Public Health Nurses is aimed at easing the trauma children feel when they disclose sexual abuse. The committee has recently aligned itself with the county Sexual Assault Response team, which widens input to include the family courts, additional community-based providers, and medical providers.
- **Promoting Safe and Stable Families (PSSF)** provider collaborative includes three Community-Based Organizations (CBO's) providing child abuse prevention services to

families diverted from the child welfare system. Data about children and families receiving services, the types of services provided, the presenting issues and final outcomes are tracked on a quarterly basis for PSSF programs. FY&C and CBO staff members meet quarterly to staff cases, provide peer support, perform quality assurance, and to plan program improvements.

- **Family, Youth and Children’s Division (FY&C)** is represented on the **Countywide Human Services Commission**, which provides funding for child abuse prevention.
- **Project Empower, Serve and Protect (Project ESP)**, known as Linkages statewide, provides collaborative and integrated services for families who receive both child welfare and CalWORKs services. The program uses MDT’s to address the needs of multi-need families. Clients are invited to attend the Multi-disciplinary team meetings, which include staff from Mental Health, AODS, Goodwill Industries and the Santa Rosa Junior College as well as the FY&C and the Employment and Training Divisions of HSD. A CWS social worker is co-located in the E&T Division.
- **Family Recovery Project** is a collaboration designed to improve the coordination among the Child Welfare, Alcohol and Other Drug, and Probation Systems to streamline services for families and youth involved in all systems.
- **Indian Child Welfare Roundtable** is a monthly forum at which tribal members, Court Commissioner, county counsel, CBO representatives and child welfare staff discuss issues and policies involving Indian children and strategize ways to work more collaboratively. FY&C continually seeks learning opportunities for its staff to develop a cultural understanding of tribal mores, customs and beliefs. In 2009, the ICWA Roundtable meetings led to the creation of an ICWA Protocol Handbook that was developed for social workers to comply with the requirements of the Indian Child Welfare Act.

The Probation Department has worked diligently to better coordinate services for youth with Native American heritage. Probation staff participates in a monthly Indian Child Welfare Act (ICWA) Roundtable, addressing issues related to youth within the Native American Community who are also receiving services through the Juvenile Justice System and Human Services. Such collaborative efforts have led to better understanding of the needs of the Native American Community and have facilitated joint efforts to better serve youth with Native American heritage.

- **First 5 Sonoma County** provides funding, collaboration, guidance and oversight for programs for children ages 0-5. The HSD Director is a First 5 Commissioner and HSD staff regularly participate on First 5 Sonoma County committees and work groups.

Findings that Support Qualitative Change

Sonoma County uses a variety of sources for data collection, including both qualitative and quantitative data, as well as anecdotal information. Sources for data include Safe Measures, the UC Berkeley Center for Social Services Research, and Business Objects (all of which draw from CWS/CMS), consumer input, community input, demographic data, focus groups, community forums, staff input, the Peer Quality Case Review, Promoting Safe and Stable Families and input from the county's many collaborative partners.

The 2010 - 2013 SIP goals and strategies were assessed to ensure that they were compatible with and furthered the overall values of FY&C. These values include providing appropriate services to children and their families, keeping children at home when it can be done safely and providing reunification services for as long as is reasonably necessary so that children do not reenter the system.

Recap of the findings of the 2009 Peer Quality Case Review (PQCR)

The chosen focus area for the Sonoma County 2009 Peer Quality Case Review was Measure C3.1 Exits to Permanency. The PQCR was conducted during the second week of June 2009.

PQCR FAMILY, YOUTH AND CHILDREN'S SERVICES

Findings and Recommendations

Strengths of Social Work Practice

- Social workers provide high quality, highly skilled, excellent strength-based reunification and social worker practice to children and families.
- Social workers value culture, family connections and the special needs of children and youth. They provide individual services to support on-going connections.
- The Department is very supportive of family reunification services and supports permanency, particularly for young children.

Social Work Practice Challenge Themes

- Sonoma County does not adequately align child welfare practices with a clear goal of exiting children to permanency.
- Early assessment practices may not be aligned with promoting permanency outcomes.
- Sonoma County does not use team decision making processes for stepping down to lower levels of care, case planning, placement changes or ongoing permanency reviews.

Systemic Themes

- There is a need for more foster and adoptive homes for older children.
- Training of staff, caregivers and partners will support overall improvement in

providing permanency for children.

Family, Youth and Children's Services Prioritized Recommendations

- Value and prioritize other permanency options in addition to Family Reunification.
 - ⊙ Have clear criteria and processes throughout the child welfare continuum of services around the goal of permanency.
 - ⊙ Provide training to staff on the criteria and processes. Work both tracks at the same time.
 - ⊙ Develop a number of viable placement options for a child.
- Develop a process for team decision-making and use the same permanency criteria with FYC and State Adoptions.
- Re-evaluate how the Valley of the Moon emergency children's shelter is used. Have policies to ensure children do not stay too long.
 - ⊙ Develop a formalized method for in-depth assessment and then appropriate treatment and interventions.
 - ⊙ Use assessments to make placement decisions.
 - ⊙ Improve communication among shelter staff, social workers and placements.

PQCR
PROBATION DEPARTMENT, JUVENILE DIVISION

Findings and Recommendations

Strengths of Probation Officer Practice

- There is a collaborative group process for making placement decisions that includes the youth.
- Probation officers use a risk assessment tool to determine the level of intervention. This has led to the right children being placed, focused services on the children that need them the most and caseloads decreasing.
- Children do not remain in placement for long periods of time. Probation officers work hard to assist the youth with positive changes and bring them back to the community as soon as possible.

Challenges to Probation Officer Practice

- Building relationships with youth and the family is not always valued. Probation officers can see their job more as an oversight role.

- Aftercare plans are not always used and are not always detailed.
- There is not always enough structure when a child returns from placement and is transitioned to regular supervision.

Systemic Themes

- There is a need for more services for parents including aftercare services.
- There is need to offer services to youth past the age of 18 years old.
- There is difficulty accessing mental health services and this affects a child's appropriate level of placement.
- Not all group homes are functioning well and offering good services to children and youth.

Juvenile Probation Prioritized Recommendations

- Develop ways to engage parents from the very beginning and include them throughout the placement and aftercare process.
- Consider the development of a transitional aftercare liaison person that sets up services and structure and helps a family stabilize once the child comes home.
- Work on communication and sharing of resources with other agencies.

Recap of the findings of the 2010 County Self-Assessment

The comprehensive assessment of the Sonoma County Child Welfare System identified both strengths and barriers to effective practice. The 2010 – 2013 SIP attempts to improve outcomes by building on local strengths and eliminating perceived barriers. For a complete copy of the 2010 Sonoma County Self Assessment, please see http://www.sonoma-county.org/human/pdf/2010_scsa_cwjp.pdf. A sample of the strengths and challenges follows.

CSA Strengths

- Substantiation rate is consistent across all ethnicities
- Valley of the Moon Children's Home prevents inappropriate or unsafe initial placements
- Mandated reporter training offered countywide
- Wide array of community-based prevention services
- Emphasis on successful reunification – very low rate of re-entry into foster care
- Family finding
- Sonoma Kinship Family Center
- Family involvement in case planning
- High quality emergency foster care program
- Placement with relatives or extended family
- Existing and emerging partnerships/collaborations such as the Family Recovery Project
- Effective concurrent planning for young children

- FYC Placement Specialist and CDSS Adoptions Branch worker jointly visit potential concurrent homes within 2 months of children entering care
- Young children are made legally free and exit to adoptions within regulatory timeframe
- Active CASA (Court Appointed Special Advocates) Program
- LifeLong Connections Program
- Independent Living Skills Program
- ICWA (Indian Child Welfare Act) Roundtable and Handbook
- Transitional Housing Programs
- Consistently high placement stability rate

CSA Challenges

- Disproportionality for Native Americans and African Americans in referrals relative to population
- Voluntary family maintenance program reduced since 2003
- Youth placed out of county and out of state
- Services difficult to access outside of urban core
- Lack of coordination among prevention activities and between community-based prevention providers and county child welfare agency
- Lack of shared understanding about child abuse criteria (child welfare/law enforcement, substance-exposed newborns, possible under-reporting, etc.)
- Shortage of affordable mental health/counseling services for low-income, high risk families
- Delayed data entry into CWS/CMS
- Lack of funding for substance abuse treatment, family violence treatment, family resource centers and other family support services
- Case plan demands are high and are often uncoordinated with other requirements
- Not using Team Decision Making conferencing
- Concurrent planning done sequentially during Family Reunification; afterward, only limited concurrent planning
- Inadequate supply of foster or adoptive homes, particularly for older youth
- Home studies take too long to complete
- Older children, even when legally free, are not exiting to adoption
- Adoption takes longer for Hispanic children
- High rate of group home placements
- LifeLong Connections not done routinely for every case
- Cultural preferences related to permanency may be at odds with child welfare mandates

CAPIT/PSSF/CBCAP

Sonoma County uses its Child Abuse Prevention, Intervention and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF) funds for an impressive number of countywide prevention activities and strategies.

STRENGTHS

County staff and community members identified the following strengths:

- Prevention dollars are distributed to all geographic regions of the county
- Services are provided by community-based organizations
- Many types of services funded to address the many contributing factors to child abuse and neglect
- Most services bilingual (Spanish-English) and bicultural
- Move to evidence-based models (PSSF) in 2009

CHALLENGES

County staff and community members identified the following challenges:

- Prevention activities uncoordinated with each other and with child welfare agencies
- Limited use of evidence-based models
- No evaluation of the approach in which small grants are provided to many agencies
- Inadequate funding to meet community needs
- Funding reduced to family resource centers in 2009
- Lack of community-level indicators for child safety, i.e. how is decreased risk at the community-level demonstrated?

Outcome/Systemic Factor: No Recurrence of Maltreatment (Measure S1.1)					
County's Current Performance: Sonoma County has historically performed slightly below the national target of 94.6%. In Quarter 1 (Q1) of 2009 94% of children were not re-abused within 6 months compared to a baseline of 94.3% (2003) and the national target of 94.6%.					
Improvement Goal 1.0 Improve the rate of families that experience no recurrence of maltreatment within 6 months of a previous substantiated allegation. Sonoma County will meet the state/national target of 94.6%.					
Strategy 1. 1 Fund and refer families to prevention services.		<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale Families who are at medium to high risk of maltreatment and are referred to evidence based prevention services reduce their risk of child maltreatment as a result of those services. If prevention services are effective and used as designed, County will see a reduction in child abuse.		
Milestone	1.1.1 Assess need for and availability of effective child abuse prevention services.	Timeframe	July 1, 2010 – June 30, 2011	Assigned to	Section Manager, Initial Services Section Program Planning Analyst Supervisors Staff
	1.1.2 Contract with community based service providers to provide services with evidence to reduce risk of child maltreatment.		Ongoing.		Section Manager, Initial Services Section Program Planning Analyst
	1.1.3 Provide evidence-based prevention and intervention services to clients at risk of child abuse or neglect. Services include parent education, family counseling and wraparound services ¹⁰ .		July 1 2010 – June 30, 2013		Contracted providers.
	1.1.3 Evaluate the effectiveness of contracted services. If effective, should see a reduction in referral and recurrence rates.		Annually. Ongoing.		Program Planning Analyst

¹⁰ See Appendix 1 for a description of services supported with PSSF Family Support and PSSF Family Preservation funding.

Strategy 1. 2 Strengthen Linkages Program (Project Empower, Support and Protect)		<input type="checkbox"/> CAPIT	Strategy Rationale This collaborative approach to case management will heighten families' probability of success in both Child Welfare and CalWORKS services. Families' success in achieving case plan goals contribute to stability and reduced risk of child abuse.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.2.1 Hold periodic "Meet and Greets" where child welfare social workers and welfare to work counselors can share best practices.	Timeframe	July 1, 2010 and ongoing.	Assigned to	Section Manager, Initial Services Section Supervisors Staff
	1.2.2 Improve the quality of communication between the two data systems (CWS/CMS & CalWIN) so mutual clients can be identified.		December 31, 2010 and ongoing.		Section Manager, Initial Services Section Supervisors Staff
	1.2.3 Coordinate case plans for clients receiving both SonomaWORKS and Child Welfare services.		Ongoing		Section Manager, Initial Services Section Supervisors Staff
Strategy 1. 3 Implement Structured Decision Making Assessment tools		<input type="checkbox"/> CAPIT	Strategy Rationale SDM's actuarial risk assessment tool is expected to assist in the identification of families who are at risk of future maltreatment. Effective assessment is a critical first step in prevention of future maltreatment.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Assemble and convene Core Team	Timeframe	July, 2010 and ongoing.	Assigned to	Section Managers Program Planning Analyst Supervisors Workers
	1.3.2 Develop policies & procedures for implementing SDM.		July 1, 2010 – June 30, 2011		Section Managers Program Planning Analyst Supervisors Workers
	1.3.3 Train staff in SDM Tools.		August – September 2010. Ongoing thereafter.		Section Managers Program Planning Analyst Supervisors Workers

	1.3.4 Conduct case reviews and hold case readings for quality assurance.		September 1, 2010 – ongoing		Section Managers Program Planning Analyst Supervisors Workers
Strategy 1. 4 Explore with view to implement Team Decision Making procedure.		<input type="checkbox"/> CAPIT		Strategy Rationale Team Decision Making done prior to a removal can have a profound and measurable preventive effect.	
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Research TDM as practiced in other counties.	Timeframe	August 20, 2010	Assigned to	Section Manager, Initial Services Section
	1.3.2 Identify target population and needed resources for implementation.		October 1, 2010		TDM Workgroup
	1.3.3 Develop policies & procedures for implementing TDM including project evaluation design.		December 31, 2010		Section Manager, Initial Services Section Program Planning Analyst
	1.3.4 Train staff in TDM Processes.		July 1, 2011 – December 31, 2011		Section Managers Program Planning Analyst Supervisors Workers
	1.3.5 Implement TDM.		2012.		Section Managers Program Planning Analyst Supervisors Workers

Improvement Goal 2.0 Bolster Sonoma County's prevention network to prevent child abuse.					
Strategy 2. 1 Increase community education/outreach regarding child abuse prevention and child abuse reporting laws.		<input type="checkbox"/> CAPIT		Strategy Rationale Child abuse prevention requires a community response. There are many prevention activities already in existence. Community education/outreach to increase the community's awareness of prevention services will increase the safety net for families in	
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			

				Sonoma County.	
Milestone	2.1.1 Work closely with Child Abuse Prevention Council to improve community outreach and education.	Timeframe	Ongoing.		Assigned to
	2.1.2 Target mandated reporter training based on analysis of need.		December 31, 2010.		
	2.1.3 Bolster relationship with schools, law enforcement, and other common reporting parties to achieve goal congruence with regard to child abuse prevention.		Ongoing.		
Strategy 2. 2 Collaborate with county and community partners to maximize effective services to clients.			<input type="checkbox"/> CAPIT	Strategy Rationale Social services are typically operated in silos. Sonoma County has made it a priority to emphasize collaborative initiatives and approaches to service delivery to enhance client outcomes across service sectors.	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
Milestone	2.2.1 Continue to participate in and execute the recommendations of the Family Recovery Project.	Timeframe	Immediate and ongoing.		Assigned to
	2.2.2 Continue to meet and form joint goals with Substance Exposed Newborn workgroup.		Immediate and ongoing.		
	2.2.3 Continue to participate in ICWA Roundtable and other venues that enhance partnerships with local tribes.		Immediate and ongoing.		
Strategy 2.3 Analyze and respond to issues affecting disproportionality.			<input type="checkbox"/> CAPIT	Strategy Rationale The 2010 CSA identified disproportionality in the number of reports that are investigated and in the number of substantiated allegations that result in a child's removal.	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
M	2.3.1 Conduct case reviews of referrals that	T	Fiscal Year 2011 – 2012.		A
					Section Manager, Initial Services

	contributed to appearance of disproportionality.			Section ER Supervisors ER Social Workers Program Planning Analyst
	2.3.2 Identify local practice issues that contribute to disproportionality.		Fiscal Year 2011 – 2012.	Section Manager, Initial Services Section ER Supervisors ER Social Workers Program Planning Analyst
	2.3.3 Train staff on disproportionality, both generally and specific to identified local factors.		Fiscal Year 2011 – 2012.	ER Supervisors ER Social Workers

<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Services need to be available in quality and quantity. Culturally and linguistically appropriate services are a prerequisite to achieving desired client outcomes. Services must be accessible geographically. In order to expect desired client outcomes, services must be offered that have some evidence of their effectiveness. External factors contributing to disproportionality, e.g. poverty, cultural racism/bias, etc., may not be “fixable” but should be differentiated from local child welfare practice that contributes to disproportionality.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Effective mandated reporter training. Team Decision Making Assessing clients’ service needs.</p>
<p>Identify roles of the other partners in achieving the improvement goals. Collaboration among County, Wraparound contractor and partner agencies is integral to the success of the program. Sonoma Kinship Family Center as a support for kinship caregivers as they move to guardianship or participate in Wraparound services.</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified.</p>

Outcome/Systemic Factor: Reunification Within 12 Months (Exit Cohort) (Measure C1.1)						
County's Current Performance: Sonoma County has improved its rate of timely reunification since the baseline time period of Q2 2003. At that time, 43.2% of children who exited to reunification did so within 12 months of being removed from the home. In Q4 2009, Sonoma County's rate of timely reunification had increased to 60.2%. Still below the national target of 75.2%, Sonoma County continues to examine and refine its reunification practices as evidenced by its ongoing improvement.						
Improvement Goal 1.0 Improve the rate of children who reunify with their parents within 12 months of removal by two percentage points to 62%.						
Strategy 1. 1 Implement Family Reunification Mentor Program			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Parents in Family Reunification benefit from the support and guidance of a parent who has already successfully reunified.		
Milestone	1.1.1 Design Family Reunification Mentor program including goals, objectives, job description, etc.	Timeframe	By December 31, 2010		Assigned to	Section Manager, Placement Section FR Supervisors FR Social Workers
	1.1.2 Recruit Mentors.		July 1, 2011 and ongoing as needed.			Section Manager, Placement Section FR Supervisors
	1.1.3 Implement and evaluate the effectiveness of the Family Reunification Mentor Program.		Implement by September 1, 2011. Ongoing.			Section Manager, Placement Section FR Supervisors Program Planning Analyst
Strategy 1. 2 Implement "Icebreaker" Visit Program			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Research suggests that visitation is the primary indicator of future reunification. Building relationships between parents and foster parents on behalf of a child will improve the quality of visitation and a child's experience being in foster care.		
Milestone	1.2.1 Design "Icebreaker" Visit Program including goals, objectives, procedures, evaluation, etc.	Timeframe	July 1, 2010.		Assigned to	Section Manager, Placement Section FR Supervisors FR Social Workers Program Planning Analyst
	1.2.2 Implement "Icebreaker" Visit Program for all initial out-of-home placements and immediately		Officewide implementation by June 30, 2011.			Section Manager, Placement Section FR Supervisors

	following placement changes.				
	1.2.3 Evaluate “Icebreaker” Visit Program using sample of FR clients and associated foster parents and revise program as appropriate.		By December 31, 2010.		FR Supervisors Program Planning Analyst
Strategy 1. 3 Collaborative, Coordinated Case Planning		<input type="checkbox"/>	CAPIT	Strategy Rationale Collaborative, coordinated case planning across systems decreases duplication of case plan requirements which in turn increases clients’ chances of success in all systems.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.3.1 Implement Sonoma Universal Referral Form (SURF) referral process with Probation and AOD. Pilot followed by full implementation.	Timeframe	Pilot September and October, 2010. Full implementation by June 30, 2011.		Assigned to
	1.3.2 Participate in Linkages program to coordinate cases shared by Child Welfare Services and SonomaWORKS.		July 1, 2010 – June 30, 2011		
	1.3.3 Participate in (expanded) Dependency Drug Court to coordinate cases where dependency has been established and the mother has substance abuse issues.		Ongoing.		
	1.3.4 Participate in ICWA Roundtable and ICWA collaboration on cases with tribal affiliation.		Ongoing.		
Strategy 1. 4 Engage families in case planning.		<input type="checkbox"/>	CAPIT	Strategy Rationale Families that are engaged in case planning early on in the reunification are more likely to successfully reunify with their children.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.4.1 Employ Motivational Interviewing techniques.	Timeframe	Already implemented. Ongoing.		Assigned to Section Managers Supervisors Staff

	<p>1.4.2 Joint case planning with local Native American tribes.</p> <p>1.4.3 Promote and attend Linkages (Project ESP) Multi-Disciplinary Team meetings.</p> <p>1.4.4 Implement and expand Icebreaker Visit Program.</p>		<p>Training on protocol in October 2010. Joint case planning November and ongoing.</p> <p>Ongoing.</p> <p>Fully implemented in Family Reunification by June 30, 2011.</p>		<p>Section Managers Supervisors Staff</p> <p>Section Managers Supervisors Staff</p> <p>Section Managers Supervisors Staff</p>
<p>Strategy 1. 5 Participate in (expanded) Dependency Drug Court (DDC) to coordinate cases where dependency has been established and the mother has substance abuse issues.</p>			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale Collaborative, coordinated case planning across systems decreases duplication of case plan requirements which in turn increases clients' chances of success in all systems.</p>	
Milestone	<p>1.5.1 Assign specialized social workers to all DDC cases.</p>	Timeframe	<p>Already implemented. Ongoing.</p>	Assigned to	<p>Section Managers Supervisors Staff</p>
	<p>1.5.2 Participate in Strengthening Families component.</p>		<p>Already implemented. Ongoing.</p>		<p>Section Managers Supervisors Staff</p>
	<p>1.5.3 Participate in DDC evaluation with Department of Health Services (lead).</p>		<p>Ongoing.</p>		<p>Section Managers Supervisors Staff</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. There is not enough supply of substance abuse treatment to meet the demand for treatment. When parents cannot access treatment early enough in the family reunification process, they may not be able to fulfill all of the obligations of their case plan within 12 months.</p>					
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Family engagement in case planning. Assessing clients' service needs.</p>					
<p>Identify roles of the other partners in achieving the improvement goals. Collaboration among County and partner agencies is essential for collaborative, coordinated case planning to be effective in contributing to this improvement goal.</p>					
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. Twelve months is often not enough time for parents to complete case plan requirements, especially when substance abuse is a contributing</p>					

factor to their child welfare case, to be able to successfully reunify and not risk re-entry¹¹. Because of this, Sonoma County is routinely below the target for reunification within 12 months but is impressively consistently above the target on re-entry into care.

¹¹ For more information, please see “Methamphetamine Use and Child Welfare in Sonoma County, Final Report, August 14, 2008” a report of the Sonoma County Human Services Department, available by contacting Katie Greaves at 565-4261.

Outcome/Systemic Factor: Exits to Permanency (in care 24 months) (Measure C3.1)					
County's Current Performance: Since the baseline period of Q2 2003, Sonoma County's performance has remained relatively consistent, hovering around 19% with minor fluctuations up or down. While Sonoma County remains under the state/national target of 29.1% in this area, it has made remarkable gains in this measure. The current ¹² rate of 22.4% is the county's highest in over five years.					
Improvement Goal 1.0 Decrease the number of youth in group homes.					
Strategy 1. 1 Implement SB 163 Wraparound Program		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Using Title IVE placement dollars to wrap services around families will facilitate youth returning home or stepping down to lower levels of care.		
Milestone	1.1.1 Expand to 24 slots	Timeframe	October 2010	Assigned to	Section Manager, Placement Section
	1.1.2 Analyze and refine referral process		December 31, 2010		Section Manager, Placement Section
	1.1.3 Design, conduct program evaluation and make program revisions as necessary		December 31, 2010 and ongoing		Program Planning Analyst
Strategy 1. 2 Achieving Collaborative Excellence (ACE) Initiative		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale This collaborative effort will improve the process of assessing children for appropriate placements by improving the communication between shelter staff and social workers.		
Milestone	1.2.1 Develop placement packets for children entering VMCH.	Timeframe	Implemented by December 31, 2010.	Assigned to	Section Manager, Placement Section Section Manager, VMCH
	1.2.2 Evaluate VMCH milieu on effects on children as they first enter shelter care.		Evaluation and suggestions for improvement by December 31, 2010 and ongoing.		Section Manager, Placement Section Section Manager, VMCH
	1.2.3 Improve communication between VMCH		Implemented by December 31, 2010		

¹² Quarter 4 2009

	staff and social workers including reports on children placed at VMCH at 15, 30 and 45 days.		and ongoing.		Section Manager, Placement Section Section Manager, VMCH
Strategy 1. 3 Conduct placement assessments and reassessments		<input type="checkbox"/> CAPIT	Strategy Rationale Having a formal process for assessing a child's appropriate level of care and then reassessing routinely when in group care will ensure that only children who need group are placed there.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Division of Mental Health implements the use of the CANS assessment tool on all children entering Valley of the Moon Children's Home.	Timeframe	July 1, 2010.	Assigned to	Division of Mental Health Section Manager, VMCC
	1.3.2 Select/create a placement assessment tool		Tool selected by March 30, 2011. Implemented by June 30, 2011.		Section Manager, Placement Section Placement/VMCH supervisors, Analyst
	1.3.3 Develop policy & procedure for conducting placement assessments and reassessments.		Policy and procedure finalized by June 30, 2011.		Section Manager, Placement Section Placement/VMCH supervisors, Analyst
	1.3.4 Communication/training of staff in implementing new placement assessment process		July 1, 2011 – September 1, 2011.		Section Manager, Placement Section Placement/VMCH supervisors, Analyst
Improvement Goal 2.0 Identify and connect youth with lifelong connections with an emphasis on exiting youth to permanent homes. Sonoma County expects to see its C3.1 measure (Exits to Permanency) increase to 26% as a result of the strategies outlined in the SIP.					
Strategy 2. 1 Improve documentation of family and potential connections.		<input type="checkbox"/> CAPIT	Strategy Rationale Family members and other potential placement/connection options that are known about during the emergency response investigation are often lost over the lifespan of the case.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.1.1 Design process and materials for documenting persons of import during emergency response investigation.	Timeframe	Draft process and materials to director by December 31, 2010. Implementation by June 30, 2011.	Assigned to	Section Manager, Initial Services Section Initial Services Supervisors LifeLong Connections Social Worker Program Development Manager

	2.1.2 Revise LifeLong Connections chapter in Policy & Procedure Manual with an eye toward LLC for every case.		By June 30, 2011.		Section Manager, Placement Section Supervisors LifeLong Connections Social Worker Program Development Manager
	2.1.3 Implement new LLC procedure.		July 1, 2011 – December 31, 2011. Ongoing.		Section Manager, Placement Section Supervisors LifeLong Connections Social Worker Program Development Manager
Strategy 2. 2 Continue concurrent planning beyond family reunification.			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale When a child enters Permanency Planning after family reunification fails, the emphasis has been on maintaining or improving his or her well-being rather than on pushing for permanency.	
Milestone	2.2.1 Discontinue use of long term foster care as the permanency goal for youth.	Timeframe	Immediate and ongoing.	Assigned to	Section Manager, Placement Section Placement Supervisors
	2.2.2 Concurrent planning will be addressed in supervision/case consultation of every PP case.		Immediate and ongoing.		Section Manager, Placement Section Placement Supervisors
	2.2.3 Social workers will engage youth in their own concurrent planning and will discuss permanency options with caregivers at the time of each court hearing.		Immediate and ongoing.		Section Manager, Placement Section Placement Supervisors
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Foster parent recruitment and retention: Enough foster homes are required to facilitate the stepping down of youth from group homes to lower levels of care. Therapeutic foster homes are required to prevent high-need youth from entering group care.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Best practices on: Concurrent planning after family reunification Placement assessment process Developing permanency options for older youth Identifying and maintaining connections					

Identify roles of the other partners in achieving the improvement goals.

Collaboration among County, Wraparound contractor and partner agencies is integral to the success of the program.
Sonoma Kinship Family Center as a support for kinship caregivers as they move to guardianship or participate in Wraparound services.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None identified.

Outcome/Systemic Factor: Service Array						
County's Current Performance: The HSD has contracts with more than 100 service providers including therapists, parent educators, substance abuse treatment, child care providers, and family resource workers. Services are provided for families involved with child welfare services based on an assessment of the families' and children's needs. When families are referred for services through HSD-FYC the goal is to address the issues that brought them to the attention of child welfare services in the first place. Case plans detail the services offered to families and cite the individualized goals for each parent and/or youth.						
Improvement Goal 1.0 Clients will be referred for services that are known to be effective in addressing the issues that brought them to the attention of child welfare.						
Strategy 1. 1 Develop a system for identifying and linking clients to effective services.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale In order to expect services to be effective in producing desired outcomes, services must have an evidence-base or a plan for evaluating effectiveness.			
Milestone	1.1.1 Implement Structured Decision Making and use to focus services to identified risk.	Timeframe	December 2010		Assigned to	Section Managers Supervisors Program Planning Analyst
	1.1.2 Research evidence-based practices for child welfare clients.		December 2010			Program Planning Analyst
	1.1.3 Inventory current service contracts in terms of evidence-base.		February 2011			Section Managers Supervisors Program Planning Analyst
	1.1.4 Implement practice of referring clients to interventions known to be effective at producing desired outcomes.		July 2012			Section Managers Supervisors Staff
Strategy 1. 2 Incorporate desired client outcomes into service contracts.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Service providers should be accountable to produce the outcomes the County believes it is purchasing.			
M	1.2.1 Identify and link service types to specific	T	December 31, 2010.	A	Section Managers	

	client outcomes.				Supervisors Program Planning Analyst
	1.2.2 Revise service contracts to include desired client outcomes.		Fiscal Year 2011-2012		Program Planning Analyst
	1.2.3 Evaluate services.		2011-2012 and annually thereafter.		Program Planning Analyst
Strategy 1. 3 Conduct a competitive procurement process for services, starting with parent education and support services.		<input type="checkbox"/> CAPIT	Strategy Rationale A competitive procurement process will require service providers to demonstrate their programs' effectiveness. It will facilitate the County's contracting with (outcome and cost) effective programs and discontinue contracting with ineffective programs.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Design competitive process for parent education and support programs.	Timeframe	By January 31, 2011.	Assigned to	Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
	1.3.2 Release RFP, RFQ or RFA for parent education and support programs.		March 1, 2011		Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
	1.3.3 Review proposals and select awardees.		May 31, 2011.		Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
	1.3.4 Commence new contracts.		July 1, 2011.		Program Planning Analyst
	1.3.5 Repeat 1.3.1 – 1.3.4 for other service types.		2011 - 2013		Section Manager, Placement Section Placement/VMCH supervisors, Program Planning Analyst
Improvement Goal 2.0 Ensure array of services is available to meet clients' needs.					
Strategy 2. 1 Prioritize service contracts to bilingual and bicultural providers.		<input type="checkbox"/> CAPIT	Strategy Rationale Prioritizing service contracts to bilingual and bicultural providers will act as an incentive for bilingual and bicultural providers to respond to request for proposals.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			

Milestone	2.1.1 Identify gaps in services to clients whose primary language is other than English.	Timeframe	December 2010		Assigned to	Supervisors Program Planning Analyst
	2.1.2 Prioritize bilingual and bicultural providers in competitive procurement process.		Immediately.	Program Planning Analyst		
	2.1.3 Ensure staff are knowledgeable of services available to non-English speaking clients.		Immediately and ongoing.	Section Managers Supervisors Staff		
	2.1.4 Develop strategies to expand the range of Spanish-speaking providers available to serve clients.		Immediately and ongoing.	Section Managers Supervisors Program Planning Analyst		
Strategy 2. 2 Prioritize service contracts to providers that serve clients in outlying, rural areas of Sonoma County.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		Strategy Rationale Prioritizing service contracts to providers that serve clients in outlying geographical areas will act as an incentive for those providers to respond to request for proposals.		
Milestone	1.2.1 Identify gaps in services to clients who cannot access services in the urban core.	Timeframe	December 31, 2010.		Assigned to	Supervisors Program Planning Analyst
	1.2.2 Prioritize providers that serve clients in outlying, rural areas of Sonoma County in competitive procurement process.		Immediately.	Program Planning Analyst		
	1.2.3 Ensure staff are knowledgeable of services available to clients outside of the urban core.		Immediately and ongoing.	Section Managers Supervisors Staff		
Strategy 2. 3		<input type="checkbox"/> CAPIT		Strategy Rationale		

Expand treatment options for child welfare clients.		<input type="checkbox"/> CBCAP	There is not enough supply of substance abuse treatment slots in Sonoma County.		
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.3.1 Implement Sonoma Universal Referral Form (SURF) Pilot to streamline assessment and referral process.	Timeframe	By January 31, 2011.	Assigned to	Section Manager, Placement Section Court Services staff Program Planning Analyst
	2.3.2 Evaluate SURF pilot.		March 1, 2011		Court Services staff Program Planning Analyst
	2.3.3 If pilot is successful, roll-out SURF process to Emergency Response and Family Reunification.		May 31, 2011.		Section Managers Supervisors Program Planning Analyst
	2.3.4 Evaluate program to ensure treatment access was expanded as a result of SURF.		2011-2012		Program Planning Analyst

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. None noted.
Describe educational/training needs (including technical assistance) to achieve the improvement goals. Assessing clients' service needs and linking them to effective programs.
Identify roles of the other partners in achieving the improvement goals. Community-based organizations will need to move to evidence-based practices so the County can access those services.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

Outcome/Systemic Factor: Process Measures 2B and 2C					
County's Current Performance: 2B – Overall in Sonoma County the percentage of child abuse/neglect referrals requiring an immediate response that had a timely response has increased since the baseline time period of Q2 2003 when the rate was 84.2%. Since 2003, the rate steadily increased to a peak of 96.7% in Q3 2008, surpassing the target compliance rate of 90%. In Q4 2009, Sonoma County experienced a dip in the timely response to immediate response referrals with a rate of 88.6%. The percentage of child abuse/neglect referrals requiring a 10-day response that had a timely response followed a similar pattern to those for immediate responses. In 2003, the compliance rate was 87.7% which preceded a period of growth until the most recent quarter, Q4 of 2009, when the rate decreased to 80% 2C – Since Q2 2003, which is used as a baseline time period for comparison, Sonoma County's performance has dramatically improved in the area of timely social worker visits. In 2003, the percentage of children that received a timely social worker visit was 57.8% (month 3) compared to 86.8% in Q4 2009 (month 3). Beginning in 2004, the rate increased to the high eighties where it has remained. However, Sonoma County has only rarely exceeded the state compliance target of 90% and has experienced a dip in the most recent quarter.					
Improvement Goal 1.0 Sonoma County will reach the target of 90% on both Timely Response (2B) and Timely Social Worker Contacts (2C).					
Strategy 1. 1 Continue to analyze data issues affecting compliance.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Sonoma County needs to completely understand the data entry issues that affect compliance in order to improve performance.		
Milestone	1.1.1 Monthly reports on compliance by unit and worker.	Timeframe	Immediate and ongoing.	Assigned to	Program Planning Analyst
	1.1.2 Analyze barriers to data entry for workers.		December 31, 2010		Section Managers Supervisors Program Planning Analyst
	1.1.3 Report back to supervisors and managers about findings of analysis. Identify structural		February 28, 2011		Program Planning Analyst

	solutions.				
	1.1.4 Train supervisors and social workers in ways to effectively use Safe Measures.		June 30, 2011.		Section Managers Supervisors Program Planning Analyst
Strategy 1.2 Improve accountability system for data entry of investigations and visits.			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Without an effective accountability system, data entry will continue to lag behind state audit and the County will be appear to out of compliance.	
Milestone	1.2.1 Communicate importance of data entry of investigations and visits to staff, emphasizing the relevance to child safety.	Timeframe	By November 30, 2010 and ongoing.	Assigned to	Division Director Section Managers Supervisors
	1.2.2 Discuss cases out of compliance at every supervision.		Evaluation and suggestions for improvement by December 31, 2010 and ongoing.		Section Managers Supervisors
	1.2.3 Integrate worker compliance into employee evaluation system.		Implemented by December 31, 2010 and ongoing.		Division Director Section Managers Supervisors
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Internal policy related to FFA social workers doing monthly visits needs to be completed and implemented.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. None noted.					
Identify roles of the other partners in achieving the improvement goals. None noted.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified.					

Outcome/Systemic Factor: The Probation Department will continue to work diligently to refer minors and their families to necessary services and programs in an effort to promote positive change, reduce recidivism, and promote rehabilitation. The Probation Department will rely on collaborative efforts between local and county agencies, along with establishing new services and protocol provided specifically to assist youth and families.					
County's Current Performance: The Probation Department works diligently to provide youth and their family's necessary services to reduce recidivism and promote rehabilitation. The Probation Department has seen an increase in the number of youth presenting with complex needs and issues which has resulted in the increase in more complex caseloads.					
Improvement Goal 1.0 The Probation Department will facilitate off-site visits and counseling sessions for youth who have been removed from the home and are participating in placement services. The Probation Department will facilitate counseling sessions for families at a local level, reducing the impact on families of youth in out-of-home care. Such efforts have the ability to strengthen and promote family bonds and assist in establishing and identifying plans for permanency. In addition, such efforts could assist youth and families by providing a forum to discuss transitional plans and to identify strategies needed to achieve successful reintegration back into the community/family home.					
Strategy 1. 1 The Probation Department will purchase on-line services such as Skype to allow families a local setting to participate in counseling sessions/services.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale Family counseling sessions are an integral part of the treatment process and necessary in order to promote and foster change.		
Milestone	1.1.1 Probation Department will research purchasing/user access to software applications such as Skype.	Timeframe	1-3 months	Assigned to	Probation Placement Supervisor
	1.1.2 Probation Department will identify computer(s) available for use for software application(s) and set up computers for use.		3-6 months		Probation Division Director Probation Placement Supervisor
	1.1.3 Probation Department will purchase software application		1-3 months		Probation Division Director
Strategy 1. 2 The Probation Department will use on-line services such as Skype to allow families a local setting to participate in		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF	Strategy Rationale Family counseling sessions are an integral part of the treatment process and necessary in order to promote and foster change.		

counseling sessions/services.		<input checked="" type="checkbox"/>	N/A			
Milestone	1.2.1 Probation Department will train staff on use of software.	Timeframe	By November 30, 2010		Assigned to	Probation Placement Supervisor Probation Placement Officers
	1.2.2 Probation Department will facilitate one, one-hour family counseling session per month (per youth, should the family elect to participate) at the Probation Department utilizing software applications.		By November 30, 2010 and ongoing.			Probation Placement Supervisor Probation Placement Officers
	1.2.3 Probation Officers will maintain a record of family usage, via the Jrs. system.		By November 30, 2010 and ongoing.			Probation Placement Supervisor Probation Placement Officers
Improvement Goal 2.0						
The Probation Department will refer appropriate youth to necessary services in an effort to prevent out-of-home removal and to facilitate effective transitional services to youth returning from out-of-home care.						
Strategy 2. 1 The Probation Department will identify youth in need of preventative/ transitional services in an attempt to avoid out-of-home removal or to facilitate reintegration into the community/family setting.		<input type="checkbox"/>	CAPIT	Strategy Rationale Providing such services could reduce the number of youth in out-of-home care and could assist in the successful reintegration of youth currently in out-of-home care. Such services could reduce the number of complex caseloads and assist in providing youth necessary services.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
Milestone	2.1.1 The Probation Department will assess cases through the use of an assessment tool	Timeframe	Already implemented		Assigned to	All Probation Staff
	2.1.2 The Probation Department will triage cases through the use of Assessment Liaisons and a formal case screening process		Already Implemented			Probation Liaisons Probation Supervisors.
	2.1.3 The Probation Department will refer appropriate cases to local preventative services such as Wrap Around, to avoid the need for home-removal		Already implemented			All Probation Staff
Strategy 2. 2 The Probation Department will expand the		<input type="checkbox"/>	CAPIT	Strategy Rationale: By increasing the number of cases		

number of Wrap Around slots available for use.		<input type="checkbox"/> CBCAP	receiving Wrap Around services, the Probation Department can reduce the number of youth being placed in out-of-home care.		
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.2.1 The Division Director will meet with other agencies participating in Wrap Around to discuss increasing the number of cases to receive wrap around services	Timeframe	3-12 months	Assigned to	Probation Division Director
	2.2.2 The Probation Department will increase the number of cases to a total of eight slots to receive Wrap Around services.		3-12 months		Placement Supervision Probation Division Director
	2.2.3				
Strategy 2.3		<input type="checkbox"/> CAPIT	Strategy Rationale		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input type="checkbox"/> N/A			
Milestone	2.3.1	Timeframe		Assigned to	
	2.3.2				
	2.3.3				

<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. None noted.</p>
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Technical assistance will be needed to assist staff with use and access to necessary software applications related to Skype use. Staff may need to review software application user directions to cover general usage and manipulation of the program. Should further training be deemed necessary, interdepartmental training can be facilitated by ISD.</p>

Identify roles of the other partners in achieving the improvement goals.

County Mental Health, Social Services, Education, Seneca Center, and State Adoptions will need to maintain their compliance with the County Wrap Around Agreement.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None noted.

CHILD WELFARE SERVICES OUTCOME IMPROVEMENT PLAN

Sonoma County receives Child Welfare Services Outcome Improvement Project funds to invest in strategies and services that will improve their child welfare and probation outcomes. These funds are intended to support county efforts to improve safety, permanency and well-being for children and families. Sonoma County uses these funds to support a variety of local initiatives designed to improve permanency outcomes for children.

LifeLong Connections (LLC)

The LifeLong Connections Program addresses the need for youth in foster care to establish a permanent relationship with an appropriate adult mentor, relative, guardian or adoptive parent. A lifelong connection is defined as a youth having an adult in their life that consistently states and demonstrates that she/he has entered an unconditional life long parent-like relationship with the youth. The youth agrees that the adult will play this role in his/her life. This program was implemented in 2006 through assistance from the California Permanency for Youth Project (CPYP). The HSD established a steering committee with representatives from State Adoptions, the SRJC Kinship Education Program, Minors' Attorneys, the Mental Health Department, True to Life Children's Center and Alternative Family Services. The HSD-FYC has one full-time social worker dedicated to the LLC program.

Placement Specialists

The HSD has three Placement Specialists whose primary task is to find and support placements for children in out-of-home care. All three are masters-level Social Worker IVs and have vast experience in working with caregivers and connecting them to resources in the community. One Placement Specialist works exclusively with Emergency Foster Home caregivers and facilitates the placement of young children into their homes, sometimes requiring considerable special care. Another Specialist works with relative caregivers and facilitates the placement of children into the homes of relatives when possible and appropriate. The third Specialist works exclusively with youth residing at Valley of the Moon Children's Home for whom a concurrent home may not yet be identified.

Foster Parent Recruitment and Retention

Oversight of foster parent recruitment efforts has been restructured to provide a better link with retention and training programs. Until this past year, foster parent training and retention was managed separately from recruitment and licensing efforts. In May of 2009 the Human Services Department Manager responsible for Foster Parent Retention and Training was assigned to also lead the new recruitment efforts. This restructuring resulted from the realization that providing training is critical in the recruitment, development and retention of new foster homes.

An initial analysis of recruitment activities indicated that foster parents were the best and most successful recruiters. Sonoma County is in the process of developing methods for more strategically using foster parents as a key component to recruitment efforts.

An interview-survey of foster parents revealed that the biggest barrier to retention is that they did not feel they had input into decisions about the foster children in their care. As a result, Sonoma County developed a team meeting in which the foster parent along with all service providers and social workers involved in child's case meet to jointly assess and plan for each child's needs and discuss placement decisions. This "team meeting" is scheduled after 45 days of entry into care and subsequently thereafter as decided in the meeting. This forum allows foster parents to provide valuable information and influence the decisions affecting a child's life.

All current county recruitment brochures, materials and flyers are being updated to hone a consistent recruitment message. The County is also emphasizing the use of new media outlets and is developing a new website set to go live in February 2010:
www.sonomafostercare.org.

The County sought out participation in the Youth Law Center's state-wide work group, the *Caregiver Recruitment and Retention Project Advisory Committee*. The HSD-FYC Emergency Foster Home Coordinator for retention and training has been an active participant since June 2009.

In 2009, Sonoma County developed a new volunteer position, the Foster Parent Mentor, to provide support for families going through the steps to become a foster parent. The Foster Parent Mentor provides continual mentorship as prospective foster parents go through the process of licensing. She also mentors people as they go through the adoption process. The Foster Parent Mentor is currently developing a mentorship blog that should be going live January – February 2010 at: www.sonomacountyfostermentor.blogspot.com.

Dependency Drug Court (DDC)

Sonoma County's Dependency Drug Court offers Family Reunification clients intensive services for drug abuse/addiction while they are progressing through their FR case plan. Clients meet with a counselor regularly and attend weekly support and team meetings. Client progress is closely monitored by the court. In 2010, the County was granted additional federal funding to expand the Dependency Drug Court by 15 beds and added a parent education component, "Strengthening Families." The HSD now has 4 social workers (2 bilingual Spanish/English) who hold all the DDC cases.

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	2010-2013
Date Submitted:	
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Jo Weber, Director Sonoma County Human Services Department
Signature:	
Address:	3600 Westwind Blvd., Santa Rosa, CA 95403
Fax:	707-565-5890
Phone & E-mail:	707-565-5746 jweber@schsd.org
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Robin Bowen, Director
Signature:	
Address:	3650 Standish Avenue, Santa Rosa, CA 95407
Fax:	707-585-6155
Phone & E-mail:	707-585-6708 x101 robinb@calparents.org
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Leslie Cornett, Parent
Signature:	
Address:	
Fax:	
Phone & E-mail:	

Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	Susie McGavin, Regional Director, SAY
Signature:	
Address:	3440 Airway Drive, Suite E, Santa Rosa, CA 95403
Fax:	(707) 544-6837
Phone & E-mail:	(707) 544-3299, ext. 202 smcgavin@saysc.org
 	
Submitted by:	CAPIT Liaison
Name & title:	Paula Young, Department Analyst
Address:	2227 Capricorn Way, Santa Rosa, CA 95407
Fax:	707-565-8515
Phone & E-mail:	707-565-8506 pyoung1@schsd.org
 	
Submitted by:	CBCAP Liaison
Name & title:	Katie Greaves, Program Planning Analyst
Address:	1747 Copperhill Parkway, Santa Rosa, CA 95403
Fax:	707-565-4299
Phone & E-mail:	(707) 565-4261 greavk@schsd.org
 	
Submitted by:	PSSF Liaison
Name & title:	Katie Greaves, Program Planning Analyst
Address:	1747 Copperhill Parkway, Santa Rosa, CA 95403
Fax:	707-565-4299
Phone & E-mail:	(707) 565-4261 greavk@schsd.org
Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	
Signature:	

2010-2013 Sonoma County CAPIT/CBCAP/PSSF PLAN

County SIP Team Composition. Sonoma County conducted a Child Welfare Self-Assessment and designed its System Improvement Plan (SIP), which identified strengths and needs for the future. Public forums and meetings were held to which key stakeholders, such as local officials, foundations, schools, churches, and community organizations, were invited. See Appendix 2 for a full list of CFSR Team participants.

- Juvenile Probation
- Public Health
- Mental Health
- State Adoptions
- Sonoma County Office of Education (SCOE)
- Redwood Empire Foster Parents Association
- Indian Child & Family Preservation Program
- Court Appointed Special Advocates (CASA)
- Law Enforcement
- Prevent Child Abuse – Sonoma County
- Consumers

Approvals and Assurances. The Contact and Signature Sheet on pages 43-44 of this document contains the signatures of the lead agency (Sonoma County Human Services Department), the CAPC and the parent/consumer representative.

Attachment 3 is the Notice of Intent that identifies the Sonoma County Human Services Department (SCHSD) as the lead public agency responsible for administering the CAPIT/PSSF/CBCAP Plan and also confirms that the County of Sonoma intends to contract services with Public and Private Non-Profit agencies.

When requested and/or necessary, The County of Sonoma shall provide training and technical assistance to CAPIT/PSSF/CBCAP contractors. If said training and technical assistance must be purchased, the County of Sonoma will contract with private, nonprofit agencies to provide requested training or technical assistance.

CAPC. The structure of the CAPC consists of an advisory board and general members comprising several segments of Sonoma County's community. The membership includes community-based organizations, county departments, the Human Services Commission, parents, grandparents, stakeholders, district attorney and law enforcement. The CAPC coordinates activities with all Sonoma County Departments, including the Family Youth and Children's Division of the Human Services Department. The responsibilities of the CAPC include developing training programs for child abuse prevention educational opportunities, and working with the Blue Ribbon campaign, which fund raises and educates the public on child abuse. The CAPC broadcasts on the local Spanish Radio station to outline services to prevent child abuse available in Sonoma County. They have also joined the Greater Bay Area Child Abuse Prevention

Council for networking opportunities.

The Prevent Child Abuse – Sonoma County is the name of the Sonoma County CAPC. They are an independent organization on the outside of county government. The Prevent Child Abuse – Sonoma County is one program run by California Parenting Institute and resides under the umbrella of that organization, which is a 501 c3.

The Prevent Child Abuse – Sonoma County is partially funded by the Sonoma County Children’s Reserve, which is Sonoma County Children’s Trust Fund (\$19,300). In addition, California Parenting Institute has three programs funded separately by the Reserve.

The Human Services Commission is duly appointed by the Sonoma County Board of Supervisors as the Commission that makes funding decisions for the Children’s Reserve. In addition to the Children’s Reserve, Prevent Child Abuse – Sonoma County is also funded by a small portion of the Child Abuse Prevention, Intervention and Treatment (CAPIT) money (\$5,000).

Fund	Dollar Amount
CAPIT	\$5,000
CBCAP	\$0
PSSF Fam Support	\$0
CCTF	\$19,300
Kids Plate	\$0
Other	\$0

PSSF Planning. Sonoma County Human Services Department is the agency designated to carry out the functions of the Promoting Safe and Stable Families Program. SCHSD worked with the CFSR Team (see Appendix 2), which acted as the collaborative to conduct the needs assessment (CSA) related to prevention services in Sonoma County and identify strategies to address unmet prevention needs and the use of CAPIT, CBCAP and PSSF funds. As a result, Sonoma County uses Promoting Safe and Stable Families Funding to support three child abuse prevention programs: Triple P, Functional Family Therapy and Family Support Program. The administrators and line staff involved in these programs, together with Human Services Department staff, constitute the local PSSF collaborative provider group.

CTF Commission. The Human Services Commission is the coordinating body that distributes Children’s Reserve (CCTF) and other funds to the community. The Commission consists of 10 citizens appointed by the Board of Supervisors, and one member each from United Way, Community Foundation, City of Santa Rosa, Human Services Department and the Mayor’s and Council Members Association. Prior to the beginning of each funding cycle, the Human Service Commission’s funding committees meet to define the funding priorities and the target population. Consideration is given to various needs assessments conducted in Sonoma County with particular emphasis on

prevention, input received at public hearings, community presentations, as well as considering requirements of the funding sources.

Every year in June/July, the amount of money collected through the birth certificates, donations, interest, and restitution has been included in the Board of Supervisors' Agenda Item awarding child abuse prevention programs in the community grants for the new fiscal year. For this year forward, the Annual Report for the Human Services Commission will include all Children's Trust Fund Survey information (name of agency, description of program, population served, amount of money given to each grantee, how much money of each category was collected, total amount, and amount remaining in the reserve at the end of the year) and will be published on the Human Services Department Web Site and will remain there until the next year when the new Annual Report takes its place.

Parent Consumers. Sonoma County Human Services Department is in the process of developing a Family Reunification Parent Mentor Program. This program develops parents who have succeeded in reunifying with their children into mentors for parents who are currently engaged in family reunification services. The main role of the mentor is to support mentees in overcoming their hurdles by relating to their struggles and offering ways in which they can better utilize services. This includes sharing some of their own experiences to help the client through their own situation. The HSD will endeavor to cultivate these mentors into leaders who are comfortable with applying their considerable expertise into policy and program development. While parent mentors are completely voluntary – and receive no financial compensation – the HSD is exploring other incentives to recruiting parent mentors, such as providing child care during the time mentors spend with mentees.

At this time there is a lack of participation of parent leaders in the planning, implementation and evaluation of CBCAP programs. It is the plan of HSD to dialogue with the CFSR Team to develop a plan on how to engage parents to participate in leadership roles.

The Designated Public Agency. Sonoma County Human Services Commission (HSC), through the Human Services Department, recommends and monitors distribution of State Child Abuse Prevention Intervention and Treatment (CAPIT) funds. The Human Services Department administers the CAPIT funds. The Family, Youth, and Children Division of the Human Services Department, does the same for Community-Based Child Abuse Prevention (CBCAP) funds, and Promoting Safe and Stable Families (PSSF) funds.

Role of the CAPIT/CBCAP/PSSF Liaison. There are co-Liaisons for these programs. Paula Young administers the CAPIT program and Katie Greaves administers the CBCAP and PSSF programs.

Contact Information:

CAPIT

Paula Young

Sonoma County Human Services Commission

2227 Capricorn Way, Suite 207, Santa Rosa, CA 95407

Phone: (707) 565-8506 FAX: (707) 565-8515.

Mailing Address: P.O. Box 1539, Santa Rosa, CA 95402

e-mail address: pyoung1@schsd.org

CBCAP/PSSF

Katie Greaves

Human Service Department – Family, Youth and Children

Copperhill, Santa Rosa, CA 95405

Phone: (707) 565-4261 FAX: (707) 565-4299

Mailing Address: P.O. Box 1539, Santa Rosa, CA 95402

e-mail address: greavk@schsd.org

Reporting. Sonoma County Human Services social work and administrative staff use reports from CWS/CMS to track compliance. Ad Hoc queries from Business Objects and Safe Measures allow staff to ‘drill down’ below the surface of statistics to identify trends and causal performance factors. The University of California’s Berkeley site measures outcome performance. For information about family preservation and support activities, Human Services Department relies upon the quarterly reports provided by the current PSSF community partners. The reports also include family feedback data. Agencies report monthly and those reports and all inquiries are tracked by a paper filing system.

The Human Services Department tracks the services provided to parents as part of the Promoting Safe and Stable Families Time Limited Family Reunification and the PSSF Adoption Promotion and Support programs. All PSSF reunification and adoption services are provided within the larger case planning context and include routine opportunities for case conferencing with the families and others involved in the case. Data on PSSF reunification and adoption services are aggregated for the purposes of internal program monitoring and reporting to OCAP.

Sonoma County Human Services Department will provide an annual progress report in a timely manner, using a format provided by OCAP.

The Sonoma County Human Services Department will provide quarterly reports, and expenditure data on the County Expense Claim. CBCAP has a local peer review process.

The Human Services Department will keep a database on all contracts for each fiscal year, and will keep the corresponding records in accordance with the records retention schedule developed by the department. Human Services Department will submit a list

of email addresses to OCAP for all agencies that have a CAPIT/CBCAP/PSSF contract with the Human Services Department.

There has not been any change in the personnel of the co-liaisons for several years, but if that should happen, OCAP will be notified within 30 days. The Prevent Child Abuse – Sonoma County are attended by staff from the Human Services Commission and Family, Youth, and Children’s Division of the Human Services Department and necessary information dissemination can take place at that venue.

Quality Assurance. The Promoting Safe and Stable Families (PSSF) provider collaborative includes three Community-Based Organizations (CBO’s) providing child abuse prevention services to families diverted from the child welfare system. Data about children and families receiving services, the types of services provided, the presenting issues and final outcomes are tracked on a quarterly basis for PSSF programs. FY&C and CBO staff members meet quarterly to staff cases, provide peer support, review and improve data integrity, and to plan program improvements.

Fiscal Narrative. Sonoma County Human Services Commission (HSC), through the Human Services Department, recommends and monitors distribution of State Child Abuse Prevention Intervention and Treatment (CAPIT) funds. The Family, Youth, and Children Division of the Human Services Department, does the same for Community-Based Child Abuse Prevention (CBCAP) funds, and Promoting Safe and Stable Families (PSSF) funds. CBCAP funding blends with the Promoting Safe and Stable Families allocation¹³ to augment community-based services to families at-risk of child abuse or neglect. The CBCAP/PSSF/CAPIT fund all provide service to families with children under age six, children at risk of abuse and neglect, or families who are remote from services.

Paper files are segmented into the July 1 through June 30 of the funding years. After the file is no longer necessary for any kind of reports, both the Program reports file and the fiscal payment file are boxed and warehoused for a period of 5 years.

The leveraging of funds is common with the Community-Based organizations. Of course, it cannot be used to match state money. CBCAP/PSSF/CAPIT funds may supplement, but never supplant, other State and local public funds and services. The Human Services Commission has noted in the past that for every dollar given to our agencies, they leverage it to equal nine dollars. When money is used in this manner there is a much larger impact on Child Abuse prevention.

The CAPIT money is used for the most part for prevention and intervention with a small percentage used for treatment. Sonoma County has done some research into providing money for what they call “upstream funding” but has not yet put any major dollars in that direction. The following CAPIT-funded programs also receive County General Fund:

¹³ PSSF Family Support and PSSF Family Preservation funds are used for these programs.

<u>CAPIT</u>	<u>Children’s FUND</u>	<u>County General Fund</u>
California Human Development \$ 5,000	0	\$14,000
California Parenting Institute \$15,000	\$55,400	0
Committee On the Shelterless \$16,900	0	\$50,000
Social Advocates for Youth \$22,500	\$9,200	\$75,000
Sonoma County Adult & Youth Dev \$ 7,000	\$10,000	\$22,000
West County Community Services \$ 5,000	\$11,200	\$55,000
YWCA \$11,500	0	\$35,000

20% Service Categories.

100% of CBCAP funds are allocated to the three PSSF sites for Family Preservation and Family Support services for families at risk of child abuse or neglect. 100% of PSSF expenditures are used for Family Preservation, Family Support, Time-Limited Family Reunification and Adoption Promotion and Support.

PSSF Program Codes and Allocations are as follows:

- 515 Family Preservation (25%)
- 516 Family Support (25%)
- 675 Adoption Promotion and Support (20%)
- 676 Time-Limited Family Reunification Services (20%)

Time Studies will ensure that all PSSF funds are appropriately allocated, with the significant portion (90%) expended in the four service categories, and no more than 10% expended in administrative costs.

Local agencies – Request for Proposal

The County of Sonoma complies with all federal requirements stipulating that any agency that has or will be awarded funds has not been suspended or debarred from participation in an affected program. This requirement is stated in all county procurement processes and contracts.

CAPIT Services

The Human Service Commission is responsible for the CAPIT and Children’s Trust Funding each year. As per W&I C, Section 18963, both CAPIT and Children’s Trust money has been set aside to strengthen the Child Abuse Prevention Coordinating Council of Sonoma County. There is a competitive funding process approved by the Board of Supervisors each year.

Current CAPIT Grantees--Agency, Program Name, (amount awarded 2009-12) are listed in Appendix 1.

PSSF/CBCAP Services (please see Appendix 1 for program descriptions)

The Sonoma County PSSF/CBCAP program was designed as part of the SIP process and in consultation with community agencies and organizations as required by the 42 U.S.C. Section 629b. For a full list of CFSR Team participants, please see Appendix 2s. For a description of services provided under PSSF Time Limited Family Reunification and PSSF Adoption Promotion and Support, please see Appendix 1.

The PSSF/CBCAP provider collaborative, along with Human Services, consists of three key community-based organizations:

- Social Advocates For Youth (SAY) (Functional Family Therapy)
- California Parenting Institute (CPI) (Triple P)
- Alternative Family Solutions (AFS) (Family Support Program)

The current PSSF agencies were selected via a competitive Request for Proposals process in 2009. The PSSF collaborative meets quarterly for information exchange and resource sharing. This working group continues to explore, via research and practice, opportunities for providing families with the most appropriate services for their needs.

CBCAP funding is an augmentation of the PSSF funding to support three Community Based Organizations (CBOs) which contract with Human Services to provide the following services: Triple P, Functional Family Therapy, and Family Support Program. CBCAP services are provided to families at-risk of child abuse or neglect.

An informal peer review process is utilized at the quarterly meetings with the community partners and HSD. The partners are able to exchange information and ideas and have the benefit of case consultation facilitated by the HSD coordinator. A more formal peer review process, based on the OCAP model, will be implemented during the 2010-2013 cycle.

At the close of services, the community partners assess client satisfaction through a tool provided for them by Human Services. Informal feedback from families, regarding needs, assessments, or case planning, is utilized throughout the time families are receiving services.

CAPIT

The proposed Sonoma County Plan for child abuse services utilizing the CAPIT allocation for 2010-2013 is outlined below. Proposals for funding were received on February 5, 2009 and allocation recommendations were made in April. All programs are presently utilizing CAPIT monies. The county assures that it will fulfill all legislative requirements for funding.

Requests for Proposals

Initially, a Request for Proposal is issued in Sonoma County calling for proposals from community-based agencies whose applications address the priorities

approved by the Board of Supervisors and based on CAPIT and Children's Fund legislation. Once submitted, the Commission staff ensures minimum requirements are met by reviewing proposals, and members of the Child Abuse Prevention Funding Committee review, score and rank the proposals. The Commissioners also attend site visits and conduct interviews with applicants, and then participate in public deliberations to distribute the funding appropriately. All recommendations are preliminary and subject to public input and Board of Supervisor approval. Family Youth and Children's Division of the Human Services Department has established a competitive bid process for PSSF and CBCAP.

Sonoma County only has two CAPIT grants that go to the county and both of these supplement children's programs of the Public Health nurses. Both of these programs benefit very low income, rural, and usually Hispanic populations. The Children Are People program have in-home visits for first-time moms and teach parenting skills and child development stages. The Teen Parent program teach Latina moms who are usually drop-outs from Junior High or High School about being a parent and the visits take place in the home, school, or shopping mall; where ever they can talk to the mom to be or Teen mom. All the remaining amount of the CAPIT grant goes to Non-Profit grantees.

Duplication of Services. All of the non-profits that apply for CAPIT and Children's Fund money are asked to provide a list of agencies with which they have Memorandums of Understanding. There is much care with the HSC Commission that they do not fund two agencies in the same locality that provide duplicate services. The Commission does try to make sure there are county-wide services for child abuse prevention.

Cultural and Linguistic Access. All of the non-profits that are funded with CAPIT monies provide services that are culturally and linguistically appropriate. The funding decisions always take into consideration the minority populations in the area. Most agencies that are funded have Spanish-speaking staff. The money is slated for the under 14 child except for the Teen Parent program which has some moms over 14. The Human Services Commission has never had to be compliant with suspended or debarred non-profit agencies, but will make sure that that requirement is noted in our instructions for the next Request for Proposal.

All the agencies that Human Services Commission fund have the capacity to transmit data electronically.

The CAPIT money already provides treatment for children who are high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.

The 10% match is in the grant requirement. Except for some counseling programs all of the matches are provided in in-kind.

CBCAP Outcomes. The Sonoma County PSSF/CBCAP program provides secondary (CBCAP) and tertiary (PSSF) prevention services to families at risk of child abuse or neglect:

- Social Advocates For Youth (SAY) (Functional Family Therapy)
- California Parenting Institute (CPI) (Triple P)
- Alternative Family Solutions (AFS) (Family Support Program)

In the short term, parents will learn positive parenting techniques including acceptable methods of discipline. Parents will have increased involvement with their children and learn developmental stages for their children's growth. Children are safer and have positive parent/child interactions. In the short term, the successful PSSF/CBCAP program will reflect incremental positive changes in family functioning and parent/child interaction. Families should evidence an increased level of skill in accessing resources and an increase in motivation for change.

Intermediate outcomes for families are reflected in continued development of effective communication and coping skills, leading to improved family functioning overall. Families at this stage engage in empowerment activities, which help them advocate for themselves, and they learn to develop leadership skills, to advocate and mentor other families.

Long-term outcomes for CAPIT/CBCAP/PSSF will be reflected in the decreased rates of children being abused and neglected, in decreased numbers of children entering foster care, and in more families providing safe and healthy environments for children. Fewer children will experience abuse, re-abuse or re-enter foster care, and fewer children will grow up in foster care. More children will be freed for adoption and more children will find adoptive or relative homes. Families will provide safe and healthy environments for children.

Peer Review. An informal peer review process is utilized at the monthly meetings with the community partners and HSD. The partners are able to exchange information and ideas and have the benefit of case consultation facilitated by the HSD coordinator. A more formal peer review process, based on the OCAP model, will be implemented during the 2010-2013 cycle.

Service Array. Services provided include home visiting, information and referral, parent education, and parent leadership activities. Referrals are made for food assistance, housing, utilities, literacy/GED assistance, school and behavior issues, and pre-and post-employment services. Families are also referred for substance abuse, domestic violence and mental health counseling. When appropriate, families may be referred back to Child Protective Services.

APPENDIX 1

Current PSSF/CBCAP Contractors – Agency, Program Name (amount awarded in 2010-2011)

PSSF Family Preservation and Family Support

Alternative Family Services: Family Support Program (\$61,000)

The clients of this program are families who have had abuse or neglect allegations investigated by the Department of Human Services that were determined to be either substantiated or indeterminate, with risk factors but whose risk factors were NOT deemed sufficiently serious as to justify opening a child welfare case. The goals of the program are to

- Prevent future incidence of abuse or neglect
- Prevent future referral to the Child Welfare System
- Increase the number and quality of the family's positive social supports in the community

The Family Support Program convenes *Family Support Teams* comprised of both professional and community members for each family. This team will

- Develop a *Support Plan* for each family
- Help the family implement the Plan
- Monitor the plan's progress
- Modify the plan as necessary

The team is assisted and facilitated by an Alternative Family Services social worker. *Family Support Teams* will meet in family homes or in other community-based settings such as schools or churches, though initial meetings may take place at a DHS facility.

California Parenting Institute: Triple P (\$61,000)

This 10-session program incorporates sessions on causes of children's behavior problems, strategies for encouraging children's development and strategies for managing misbehavior. Active skills training methods used in the sessions include modeling, rehearsal, self-evaluation, and homework tasks. Segments from *Every Parent's Survival Guide* [DVD] may be used to demonstrate positive parenting skills. Several generalization enhancement strategies are incorporated into the program (e.g. training with sufficient exemplars, training loosely) to promote the transfer of parenting skills across settings, siblings and time. Home or clinic practice sessions are also conducted in which parents' self-select goals to practice. They are then observed interacting with their child and implementing parenting skills, and subsequently encouraged to self-evaluate their progress toward meeting their goals. Further sessions cover identifying high-risk situations and developing planned activities routines. Finally, maintenance and relapse issues are discussed. Sessions last about 60 minutes each (with the exception of practice sessions which should last about 40 minutes each).

Social Advocates for Youth: Functional Family Therapy

FFT is an empirically grounded, well-documented and highly successful family intervention for at-risk youth ages 10 to 18 whose problems range from acting out to conduct disorders to alcohol and/or substance abuse. Often these families tend to have limited resources, histories of failure, a range of diagnoses and multi-system exposure. One of FFT's hallmarks is its ability to fit an array of service delivery settings where at-risk adolescents are served. The robustness of the model has resulted in numerous adaptations of the traditional FFT model; as a case management practice for Juvenile Probation and Parole Officers (FFP), as a comprehensive Child Welfare intervention (FFT CW), and as part of a continuum of evidence-based programs within juvenile justice (Bluesky). The FFT model has been successfully replicated across the continuum of juvenile justice, mental health settings, child welfare systems, from prevention and diversion type programs to aftercare and parole, as well as traditional drug and alcohol and school-based programs.

PSSF Time Limited Family Reunification and Adoption Promotion and Support

PSSF services, focusing on permanency goals, are offered to families through Pre-Adoption Support and Time-Limited Family Reunification. Forty percent of PSSF funding is used to support services that promote timely reunification and adoption. Reducing children's time in substitute care is a primary goal of Time-Limited Family Reunification. Pre-Adoption Services expedite the recruitment and retention of permanent adoptive homes for children. Time-Limited Family Reunification services allow families to fully participate in the planning process, while also allowing them to build on short-term gains that are visible and measurable. An increased ability to search for relatives, fictive kin or adoptive families will be a short-term goal of adoption promotion. Services supported with PSSF time-limited family reunification and adoption promotion and support include counseling (individual, family and pre-adoptive), outpatient substance abuse treatment, child care, domestic violence classes and bus vouchers.

Current CAPIT Contractors – Agency, Program Name, (amount awarded 2009-12):

California Human Development Corporation: Food and Shelter Emergency Program (\$5,000)

The Sonoma County Food and Shelter Emergency Program provides child abuse and domestic violence prevention services through direct case management, assessment, resources and child abuse prevention workshops and other emergency assistance to families who are in crisis. This is a preventative program tied to the safety objective.

California Parenting Institute: A Star Is Born (\$5,000)

The California Parenting Institute, A Star is Born effectively prevents & intervenes in the cycle of child abuse and neglect with "at risk" families, by offering parenting classes and home visitation. A Star is Born is offered exclusively to monolingual, Spanish-speaking parents. This is a population that is growing in Sonoma County. The program is aimed to support parents of young children and to help them learn how they can nurture growth and prepare their children for school. This is a preventative program tied to the safety objective.

California Parenting Institute: No Parent Left Behind (\$5,000)

The No Parent Left Behind Program at CPI provides direct parent education services to parents of children, 0-5 years old, whom have been traumatized and are receiving concurrent counseling. Parents will receive guidance and support to reinforce the progress their children are making in their individual psychotherapy concurrent with the children's therapy appointments. This is a preventative program tied to the safety objective.

Child Abuse Prevention Coordinating Council: Education Program (\$5,000)

The CAPCC serves as an educational resource and advocate concerning issues of child abuse and child abuse prevention. It promotes interagency communication and collaboration; provides a forum for addressing common issues and concerns; advocates at the local, state and federal levels on behalf of children; assists in the development and coordination of activities, programs, and resources, which help prevent child abuse; and conducts an ongoing public awareness campaign on child abuse issues in the County. This is a preventative program tied to the safety objective.

Children and Family Circle: High Risk Infant/Toddler Care (\$7,000)

Children and Family Circle provides free or low-cost respite childcare and support services to infants and toddlers from low-income families. First admission priority goes to children referred by Child Protective Services or other legal, medical, or social service agencies, who have been abused or neglected or are at high-risk of abuse or neglect. The program builds self-esteem in infants and toddlers. Children are provided with positive interactions with other children and adults and the consistency of caregiver routines. They are monitored closely for signs of abuse and neglect, developmental delays, and emotional distress. The program facilitates and supports parents' participation in drug/ alcohol rehabilitation, education, vocational training, counseling, and parent education. This is a preventative program tied to the safety objective.

Committee On The Shelterless: Children's Program – Emergency Shelter (\$16,900)

Committee on the Shelterless provides a program where children are given shelter and trains adults to put their kids first. This COTS program affects all aspects of services for COTS residents. Parents will learn positive discipline techniques and learn ways of creating a safe and nurturing environment for their children. Children will improve academically by completing homework assignments. Children will increase self-esteem by doing better in school.

Children will have the ability to complete long-term school projects. This is a preventative program tied to the fact that Sonoma County is the fifth least affordable area among 192 nationwide, and there is a shortage of childcare places for infants/toddlers and preschoolers in Sonoma County. This is a preventative program tied to the safety objective.

County of Sonoma. Department of Health Services: Children are People (CAP) (\$12,500)

The Children are People (CAP) project works with various community organizations that identify families with "at-risk" children where the probability of abuse/neglect is heightened due to substance abuse, medical, social or other problems. Using the expertise of public health nurses, home-based, intensive case-management services are provided with a focus on teaching child development, mechanisms to strengthen the parent/child relationship and by linkage to appropriate resources. Outcomes are that families will be able to maximize a safe and nurturing environment for their infants/toddlers during early childhood, lessening the incidence of abuse/neglect. This is a preventative program tied to the number of Child Protective Services complaints reported.

County of Sonoma. Department of Health Services: Teen Parent Program (\$6,000)

This grant will provide a home visitation case management program focusing on health education and abuse prevention, targeting high risk, pregnant and parenting teens and their children, 0-5 years in the North County. Teen parents are most likely to have experienced family violence, parental substance abuse, parental abuse and neglect and isolation from their parents and families and without intervention, have a high probability of passing on these traits to their children. Teen families in Healdsburg, Geyserville, and Cloverdale are physically isolated in rural areas with few resources and transportation. This is a preventative program identifying that 415 babies were born to teen mothers in Sonoma County, and Sonoma County's high school dropout rate is 567 students or 2.5%. This is a preventative program tied to the safety objective.

Humane Society and the SPCA of Sonoma County; Forget Me Not Farm (7,000)

Forget Me Not Farm offers Animal Assisted and Horticultural Trauma Therapy to abused children throughout Sonoma County, teaching child abuse victims to value and care for living beings, develop respect for life, and create a compassionate way of relating to others that is the opposite of their violent experience. This is a preventative program tied to the safety objective.

River To Coast Child Care Services: Counseling Services (\$6,569)

River to Coast Child Care Services currently certifies low income families to receive subsidized child care services from the state. These families often need more than child care and a bag of food. They have issues with drugs,

dysfunctional families and poor parenting skills. Because parents feel comfortable at our facility and with our staff, they also are more willing to see our on-site counselor to improve their family situation. This is a preventative program tied to the safety objective.

Social Advocates for Youth; Coffee House Teen Shelter (\$8,500)

The Social Advocates for Youth Coffee House Teen Shelter provides support, opportunities and hope to children, youth, and families, helping them overcome psychological, social, cultural barriers, and providing a safe environment. Runaway and homeless youth need a safe environment where the issues that have forced them onto the streets can be resolved. Coffee House Emergency Teen Shelter is Sonoma County's only 24/7 shelter for runaway and homeless teens providing shelter food, clothing counseling, case management, and referral services. Statistically 80% of the youth served at the house are 12, 13, and 14 years old. This is a preventative program tied to the safety objective.

Social Advocates for Youth; North County and Sonoma Valley Family Bridges Program, Crisis Intervention and School-Based Counseling Program (\$14,000)

This project extends the capability of the PSSF site in Healdsburg and the school based counseling and family advocacy Program in Cloverdale to deliver needed family prevention and support services to high-risk families in these remote, underserved areas. The current program funding allows the program to focus intensively on families with very young (or unborn) children, ages 0-5. These programs are successful because they serve as a bridge for the families to connect with the resources need to become the parents they want to be. This program offers prevention services, including home visits, bilingual support services, coordination with Child Protective Services via multi-disciplinary study teams, and parenting classes to families with children ages 0-5 in these geographically isolated areas of the county. This is a preventative program tied to the safety objective.

SCAYD – Sonoma County Associates for Youth Development: Rohnert Park/Cotati Safe and Healthy Families Project (\$7,500)

To expand our existing Family Preservation and Support Multi-Disciplinary team Services and Family Advocacy Program to an additional Title I (Federal low-income status) school, and meet the standards established for California Safe and Healthy Families. Families receive case management, home visits, and parent support services. This is a preventative program tied to the safety objective.

West County Community Services: Family Services and Support (\$5,000)

The Child Abuse Prevention and Intervention program is a continuation of the current youth and family-counseling program that serves 13 school districts in West County. Specific activities include child abuse counseling/intervention

services, prevention services to parents with one or more risk factors and training services to local school partners. The project collaborates with existing Family Preservation and Support efforts and other community efforts. This is a preventative program tied to the safety objective.

YWCA of Sonoma County. Inc.: A Special Place Child Care Center
(\$11,500)

A Special Place Child Care Center provides full-day childcare and family services for children ages 3-5 that are at risk of abuse or neglect. The Child Protective Services Division of the County of Sonoma Department of Human Services and other licensed professionals refer all of the children. The primary goal of the program is to interrupt the intergenerational cycle of abuse and prevent it from being a destructive factor in children's lives. The population served by this center includes teen parents, homeless families, survivors of domestic violence and parents addressing substance abuse addictions. This is a preventative program tied to the safety objective. A 5% administrative fee of \$6,446 goes to the Human Services Commission. Priority has also been given to high-risk children.

Appendix 2

System Improvement Plan Team Composition

Sonoma County Human Services and Probation Departments would like to thank the following individuals and agencies for their participation and valuable input in the Self-Assessment, System Improvement Plan and PSSF planning processes. The Human Services Department is the designated agency to administer CAPIT/PSSF/CBCAP funds.

- Peter Barrett, Child Welfare Training Coordinator, Sonoma County Human Services Department
- Carol Bauer, Commissioner, Sonoma County Human Services Commission
- Jay Berlin, Executive Director, Alternative Family Services
- Tom Bieri, Executive Director, Social Advocates for Youth
- Summer Black, Santa Rosa Police Department
- Robin Bowen, Executive Director, California Parenting Institute and Prevent Child Abuse Sonoma County (CAPC and PSSF Collaborative)
- Frank Carrio, Graton Rancheria
- Tanya Carvajal, Youth Founder, VOICES Sonoma County
- Christine Castillo, Executive Director, United Against Sexual Assault
- Elisabeth Chicoine, Department of Health Services, Public Health
- Cyndia Cole, Training Coordinator, Bay Area Academy
- Leslie Cornett, Parent
- Kate Davis-Schabel, Social Worker IV, Sonoma County Human Services Department Family, Youth & Children's Division
- Laila DeRouen, Indian Child and Family Preservation Program
- Liz DeRouen, Indian Child and Family Preservation Program
- Carlos Del Pozo, Community Action Partnership of Sonoma County
- Maureen Donaghue, Department of Health Services, Alcohol and Other Drug Services
- Paul Dunaway, Family Reunification Supervisor, Sonoma County Human Services Department Family, Youth & Children's Division
- Meg Easter-Dawson, Valley of the Moon Foundation, Sonoma County Human Services Department
- Mignon Evans, Section Manager Initial Services, Sonoma County Human Services Department Family, Youth & Children's Division
- Darlene Fiscus, United Way of Sonoma, Mendocino, Lake Counties
- Daniel Flamson, Placement Supervisor, Sonoma County Juvenile Probation
- Sheralynn Freitas, Deputy Director, Sonoma County Probation Department
- Millie Gilson, Court Appointed Special Advocates
- Katie Greaves, Program Planning Analyst, Sonoma County Human Services Department Family, Youth & Children's Division

- Erin Guzman, Regional Director, Foster Family Service
- Angela Hardin, Graton Rancheria, Tribal TANF
- Bob Harper, Section Manager Placement Programs, Sonoma County Human Services Department Family, Youth & Children's Division
- Vince Harper, Community Action Partnership Sonoma County
- Steven Harrison, MSW Intern, Sonoma County Human Services Department Family, Youth & Children's Division
- Shari Hawkins, Social Services Supervisor II, Sonoma County Human Services Department
- Mandy Hoffman, Sonoma County Office of Education
- Nick Honey, Division Director, Sonoma County Human Services Department Family, Youth & Children's Division
- Tom Joynt, Educational Liaison, Sonoma County Office of Education/Probation/Courts
- John Kolhoven, Section Manager, Sonoma County Mental Health
- Janet Kukulinsky, Executive Director, Action Network
- Jennifer Lake, YWCA
- Gerry La Londe-Berg, Emergency Response Supervisor, Sonoma County Human Services Department Family, Youth & Children's Division
- Suni Levi, Supervisor Redwood Children's Center, Sonoma County Human Services Department Family, Youth & Children's Division
- Diana Loretz, Supervisor, CDSS State Adoptions Branch
- Rachelle Lynch, Social Worker IV, Sonoma County Human Services Department Family, Youth & Children's Division
- Lara Magnusdottir, Community Child Care Council of Sonoma County
- Paul Margolis, Regional Director/PSSF Liaison, Social Advocates for Youth
- Joan Maroni, Social Worker IV, Sonoma County Human Services Department Family, Youth & Children's Division
- Hector Matias, Regional Director, Alternative Family Services (PSSF Collaborative)
- Carla Maus, Division Director, Adult, Probation Department
- Susie McGavin, Regional Director, Social Advocates for Youth (PSSF Collaborative)
- Denise Miney, Adoptions Social Worker, True to Life Child & Family Services
- Monica Montury, MSW Intern, Sonoma County Human Services Department Family, Youth & Children's Division
- Patricia Morrow, Site Director, Sonoma Kinship Family Center
- Jeanne Oliver, Program Planning Analyst, Sonoma County Human Services Department Family, Youth & Children's Division
- Jamie Ott, Social Worker IV, Emergency Foster Home Coordinator, Sonoma County Human Services Department

- Alfredo Perez, Section Manager Valley of the Moon Children's Center, Sonoma County Human Services Department Family, Youth & Children's Division
- Roy Redlich, Program Development Manager, Sonoma County Human Services Department
- Monisha Sashital, Social Worker IV, Sonoma County Human Services Department Family, Youth & Children's Division
- Lorie Siebler, Chair, Sonoma County Child Care Planning Council
- Carol Shirrell, Supervisor Eligibility/Social Work Assistants, Sonoma County Human Services Department Family, Youth & Children's Division
- Carol Simmons, Coordinator, Sonoma County Child Care Planning Council
- Jennie Tasheff, Executive Director, First 5 Sonoma County
- Jan Torgerson, Foster Parent
- Anjana Utarid, The Children's Village
- Rolf Van Leeuwen, Social Worker, True to Life Child & Family Services
- Cynthia Weissbein, Family Service Agency
- Brian Willits, Division Director, Juvenile, Probation Department
- Leslie Winters, Permanency Planning Supervisor, Sonoma County Human Services Department Family, Youth & Children's Division
- Paula Young, Department Analyst, Sonoma County Human Services Commission

In addition to the individuals listed above, there were numerous other participants in workgroups and focus groups who made important contributions to the SIP in terms of knowledge of child welfare, cogent analyses of outcomes and systemic factors discussed in this document, and thoughtful suggestions for improvement. The contributions of these individuals are greatly appreciated.

**APPENDIX 3 - NOTICE OF INTENT CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR SONOMA COUNTY**

PERIOD OF PLAN (MM/DD/YY): 7/1/2010 THROUGH (MM/DD/YY) 6/30/2013

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code **(W&I Code Section 18962(a)(2))**.

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates the HUMAN SERVICES DEPARTMENT as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates the Human Services Department as the public agency to administer PSSF.

Please check the appropriate box.

The County intends to contract with public or private nonprofit agencies to provide services.

The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with _____ County to provide administrative oversight of the projects.

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

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

County Board of Supervisors Authorized Signature Date

Print Name Title

Appendix 4
**Prevent Child Abuse Sonoma County (CAPC)
Member Roster**

Anne Pierce, Grandparents Parenting Again

Darlene Fiscus, United Way

Gerald LaLonde-Berg, Human Services Department

Jerry Dunn, Human Services Department

Jessica Lovera

Paula Young, Sonoma County Human Services Department

Appendix 5 – Sonoma County Children’s Trust Fund (CCTF) Roster, 2010

First District: Supervisor Valerie Brown

Barbara Bamberg, RN
1039 Liquid Amber Lane
Sonoma, CA 95476-4052
935-3641 (H)
bambergb@sbcglobal.net
Term Expires: 08/2011

Shirley Stack Clark
17932 San Jacinto Drive
Sonoma, CA 95476
933-9046
shirleystackclark@yahoo.com
Term Expires: 03/2011

Second District: Supervisor Mike Kerns

Nola Wolf
241 Liberty Road
Petaluma, CA 94952-1012
793-0602 (H&Fax)
(510) 242-5047 (W)
wolftree@sonic.net
Term Expires: 12/2011

Third District: Supervisor Shirlee Zane

Ann McGee – Chair
3266 Brookdale Drive
Santa Rosa, CA 95404-1546
545-4019
annmcgree03@att.net
Term Expires: 11/2011

Patrick Band
793 McConnell Avenue
Santa Rosa, Ca 95404
319-1538
p.e.band@gmail.com
Term Expires: 02/2011

Fourth District: Supervisor Paul Kelley

Phyllis Hoover
3620 Greenleaf Drive
Santa Rosa, CA 95401-3908
542-4986
phoover217@aol.com
Term Expires: 01/2011

Fifth District: Supervisor Efren Carrillo

William E. Ruppert
16024 Fire Court
Guerneville, CA 95446-9523
869-3835
comerupp@silcon.com
Term Expires: 02/2011

City of Santa Rosa

Mayors' and Councilpersons' Association

Veronica Jacobi

239 W 8th Street
Santa Rosa, CA 95401-5417
viacobi@sonic.net
Term Expires: 06/2011

Community Foundation of Sonoma County

Vacancy

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