

California - Child and Family Services Review

System Improvement Plan Monterey County

September 2019 – September 2024



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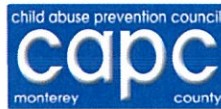
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Monterey County Board of Supervisors

- District 1:** Luis Alejo
- District 2:** John M. Phillips
- District 3:** Chris Lopez
- District 4:** Wendy Root-Askew
- District 5:** Mary Adams

Monterey County Department of Social Services

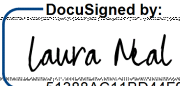

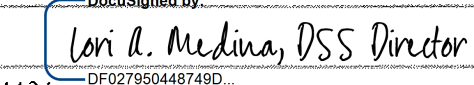

- Director:** Lori A. Medina
- Family and Children’s Services**
- Branch Director:** Laura Neal

- Monterey County Probation Department**
- Chief Probation Officer:** Todd Keating
- Juvenile Probation Director:** Gregory Glazzard



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Monterey
SIP Period Dates	2019-2024
Outcome Data Period	CWS/CMS 2018 Q1 Data Abstract
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Mailing Address	1000 S. Main St. Ste. 301, Salinas, CA 93901
County Counsel Approval	
Name	
Signature*	<small>DocuSigned by:</small> 
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	wendy Root-Askew
Signature*	

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Introduction

Background:

With the passage of AB (Assembly Bill) 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act), the Child Welfare Outcomes and Accountability System was established in 2001, with a goal of improving Child Welfare outcomes for children and their families. This system includes Continuous Quality Improvement (CQI), interagency partnerships, community engagement and involvement, and public reporting of program outcomes. Additionally, the system provides a means to objectively measure County performance related to the administration of Child Welfare services, a protocol for assessing needs and strengths to improving performance, and a mandate to plan for continuous improvement efforts.

The California Child and Family Services Review (C-CFSR), is a cyclical review process which begins with the identification and analysis of the current system, implementation of solutions which are tested, and an ongoing evaluation and revision of identified solutions for continuous improvement. The C-CFSR is comprised of the following elements:

- **County Self-Assessment (CSA)**, which includes:
 - Peer and Focus Group Reviews
- **System Improvement Plan (SIP)**, which includes:
 - Identification of strategies toward improvement,
 - Annual review, updates, and progress reports, and
- **Quarterly Review and Analysis of Data Reports**

In 2008-2009, the Office of Child Abuse Prevention (OCAP) was integrated in the C-CFSR, in order to fulfill some of the CAPIT, CBCAP, and PSSF requirements for a needs assessment, which previously included the OCAP 3 year plan.

Introduction:

Monterey County Departments of Social and Probation Services have developed the System Improvement Plan (SIP) herein after a great deal of planning, discussion, and reflection on the outcomes of our CSA. These Improvement Strategies were developed with the spirit of Continuous Quality Improvement (CQI). Our agencies feels confident that these robust and well-rounded strategic plans will serve the most at-risk in our community, balancing the need to meet the challenges of those families who are system involved, while meeting the high demand for prevention and early intervention services to address the needs of the at-risk community at large. The focus areas and priorities identified in this SIP also reflect the current priorities of the Child Welfare and Juvenile Probation discipline both locally and statewide, ensuring that our strategies for system improvement are consistent with updated and emerging practice frameworks, including Safety Organized Practice and Core Practice Models. Additionally, throughout this SIP you will find the continued impact of changes to the landscape of Child Welfare and Juvenile Probation, including implementations of various elements of Continuum of Care Reform (CCR).

Monterey County is dedicated to systems change that is rooted in collaboration and transparency, driven by regular data and performance outcomes, and sustained through regular assessments of efficacy and fidelity to ensure that changes and improvements are community and partner informed and sustainable well beyond the next five years. While we are confident in our ability to make improvements of this stature, we remain realistic in our acknowledgement of factors,

which are likely to impact our efforts down the road – primarily: staffing changes and changes in leadership. Currently, the County is experiencing a wave of expert veteran leaders in various child serving agencies and organizations, beginning to retire. With this proverbial changing of the guard, the work of systems improvement will likely be impacted as agencies and organizations recruit and replace leadership, and while collaborative relationships are garnered and built amongst new players. Nonetheless, it has been our experience after leadership changes over the past five years, that while building new relationship takes time, and impacts system improvement efforts, these changes come with an onslaught of renewed energy and passion for emerging change endeavors.

Our respective Child Welfare and Juvenile Probation Management and Staff continue to reflect on the changes that have impacted the work we do, and that have made our systems vastly different during this SIP than they were with the last. These changes – local, societal, and systematic – have informed the way we view and approach systems improvement and change management, as we continue to find the fine balance between meeting our mandate and ensuring that our staff have the tools and information needed to do the tireless work of service to this community.

Managing realities and the pressure of ever-increasing workloads and tasks, the complexities related to programs implementation, high turnover rates, leaves of absence, and promotions or retirements of experienced staff and difficulty of recruiting qualified staff – are just some of the local systemic changes that have proved to be a challenge in our efforts to smoothly roll out key elements of CCR. Conversely, the way in which we approach the work of service to families is changing and growing in exciting and innovative ways. Changes such as telecommuting opportunities for staff and management team members, greater use of technology in the field, streamlining of training resources, streamlining accessibility of resources electronically for both staff and families, and the influx of new resources available to the families we serve, have proven to be successful and led to promising practices in case management and family engagement.

Overall, our agencies are excited and optimistic about the challenges and opportunities of implementing our planned improvement strategies over the next five years, and about working together with our community to set the landscape of service to family and children for the next decade and beyond.

Current Climate and Impactful Systemic Factors:

There has been a multitude of changes in the years since the last SIP in 2014. Since the beginning implementation stages of CCR in early 2017, our agencies have been active and proactive in implementing practice changes consistent with CCR and the Core Practice Model (CPM). Monterey County prides itself on making continuous efforts to be ahead of the curve. We do this by participating in early implementation waves and putting a great deal of focus on the beginning stages of roll out and change management to ensure that, once implemented, these initiatives and programs are successful and sustainable long term. These efforts include, but are not limited to:

- Attending to implementation of the California Child Welfare Core Practice Model
- Participation in the early wave of Resource Family Approval (RFA) implementation
- Development and Implementation of a Commercially Sexually Exploited Children (CSEC) Program
- Opt-In to the first wave of Approved Relative Caregiver (ARC) Fund Implementation
- Working with our local group and residential home partners to ensure a successful transition to Short Term Residential Therapeutic Programs (STRTPs)
- Continued transition to Intensive Services and Therapeutic Foster Care (ISFC and TFC)

- Roll out of Interim Funding for Emergency Relative Caregiver Placements (prior to CDSS support)
- Updates to the Specialized Care Increments Process, and consistent participation in State level planning for roll out of Level of Care (LOC)
- Fiscal planning and oversight for leveraging of Foster Parent Recruitment, Retention, and Support (FPPRS) funding in partnership with Juvenile Probation
- Implementation of Child and Family Teams (CFT), and the conversion of our internal meeting structures to Child and Family Team Meetings. This includes a contractual partnership with an outside agency for CFT meeting coordination and facilitation.
- Collaborative Planning for integration of CANS into CFTs
- Inclusion of Presumptive Transfer Medi-Cal and the Child and Adolescent Needs and Strengths (CANS) Tool into the Child and Family Team meeting structure
- Roll out of the Child Care Bridge Program
- Roll out of Federal Case Reviews
- After 18 Programs implementations, to include local THPP, THP+FC, THP+ programs
- Programmatic and partnership growth in overall Independent Living Program delivery to include youth ages 14-24
- Redesign and growth of local Wraparound Program to increase the pool of individualized service providers, as well as augmenting eligibility criteria and referral capacity
- Increase funding to support prevention based programs, including Family Ties, and Monterey County's Differential Response Program, Pathways to Safety
- Increased supports for relative and near-kin caregivers through contractual partnership for the RFA progress as well as ongoing familial support via Family Ties
- Opt-in County for Active Supportive Intervention for Transition (ASIST) to help transition youth from group homes to family-based care, and matching to increase ASIST allocation with Legal Guardianship and Adoption incentive funds
- Beginning use of Implementation Science as a method of developing a standardized implementation model for Child Welfare
- Continued partnering around Recruitment and Retention efforts for Resource Families

(Remainder of page left intentionally blank)

The continued oversight of implementation for the above initiatives impacts a myriad of day-to-day operations, ranging from data collection and analysis, training, case management, accessing resources, and information sharing amongst staff and Department leadership alike, as well as with the other county departments and community partners with whom we collaborate, and the families we serve. Despite the continual wheel of change, and the challenges that come along with change, we continue to look to the values outlined in the Core Practice Model as a foundation for serving families, and for guiding the way in which we do our day-to-day work.

The Core Practice Model establishes a groundwork and foundation for the Child Welfare System by outlining key fundamentals, including how services should be developed and delivered, how best to support implementation of Child Welfare Practices, and how best to achieve effectiveness and improved accountability. The values upon which Core Practice Model are built, reflects a theoretical framework to bridge the gap between the theory of Child Welfare and its practice. The Core Practice Model values are outlined below.

VALUES

The following value statements are an expression of our beliefs and explain what we are striving for in our work with families.

- We believe in using prevention and early intervention to keep children and youth safe from abuse and neglect.
- We believe the best way to support families is to honor their experiences and work together to build partnerships based on mutual respect and trust.
- We believe children, youth, and young adults need lifelong, loving permanent families and connections to family members, communities, and tribes.
- We believe children, youth, and young adults should have access to effective services that support their overall well-being and help them achieve their full potential.
- We believe that honestly sharing our assessment of strengths and concerns is essential for engaging with families and building connections.
- We believe in listening to families to learn about their culture and community.
- We believe in helping families connect with effective, family-focused, strength-based services and support.
- We believe in individual development, critical thinking, self-reflection, and humanity.
- We believe in creating and organizational culture and climate that supports learning and development.

SIP Narrative

C-CFSR Team and Core Representation

C-CFSR Leadership and Planning Team

Laura Neal, Deputy Director	DSS FCS
Patricia L. Hernandez, Management Analyst II	DSS FCS
Sara Sturtevant, Management Analyst II	DSS FCS
Jessica Perez Martinez, Program Manager II	DSS FCS
Chelsea Chacon, Management Analyst III	DSS FCS
Eduard Juarez-Lefevre, Management Analyst III	DSS FCS
Ginger Pierce, Management Analyst III, CAPC Director	DSS FCS
Greg Glazzard, Juvenile Probation Division Manager	Juvenile Probation
Elizabeth Balcazar, Management Analyst II	Juvenile Probation
Richard Fenton, Probation Services Manager	Juvenile Probation
Korena Hazen, Outcomes and Accountability	CDSS
Kirandeep Johl, OCAP	CDSS
Lisa Molinar	Shared Vision Consultants
Aubrey Norton	Shared Vision Consultants
Christine Perry	Shared Vision Consultants

Stakeholder Representation:

To ensure the process of finalizing our SIP Strategies and Action Steps was inclusive and collaborative of our partners; the agency reconvened its stakeholder group for one final meeting ahead of the SIP Report Finalization. During this convening, the County presented information to its Stakeholders regarding the outcomes of the CSA, including the outcomes of the Peer Review, as well as the most significant service gaps, needs, and challenges of the child welfare and juvenile probation populations, and most underserved in the community. This information was identified through the CSA Stakeholder and Focus Group feedback process. In addition, this convening served as the County's opportunity to present recommended SIP focus areas and strategies to the group, which the County believes will address the needs of the community identified in the CSA.

The Stakeholder Convening was facilitated by contracted partners from Shared Vision Consultants, and included a break-out session. During the breakout session, Stakeholders were asked to split into small groups and review each of the six recommended Strategies and Action Steps (four for Child Welfare, and two for Juvenile Probation). After the review, each group provided feedback as to recommended prioritization of the action steps and strategies, as well as additional action steps they felt may have been missing from the recommended strategy. A total of thirty-six (36) stakeholders were invited, with the majority of invited stakeholders either appearing personally, or sending a designated representative of their organization to participate on their behalf. The stakeholder list is included below (* indicates party was unable to attend):

Name	Agency	Service Area
Robin McCrae *	Community Human Services	Advocacy, Homeless Services, and Parent Education
Kelsey Hansen	Community Human Services	Advocacy, Homeless Services, and Parent Education
Chris Shannon *	Door to Hope	AoD Services, Early Intervention and Prevention, Parent Education and Mentorship, Short Term Residential Therapeutic (STRTP) Program
L'Shanna Klein	Door to Hope	AoD Services, Early Intervention and Prevention, Parent Education and Mentorship, STRTP
Kim Batiste	Door to Hope	AoD Services, Early Intervention and Prevention, Parent Education and Mentorship, STRTP
Jason Hall	Action Council Monterey County	Early Intervention and Prevention, Wraparound, Community Based Supports and Services
Willow Array *	YWCA Monterey County	Advocacy, Commercial Sexual Exploitation (CSE)/Human Trafficking (HT), Domestic Abuse, Safe Shelter Services
Betsaida Garcia	YWCA Monterey County	Advocacy, CSE/HT, Domestic Abuse, Safe Shelter Services
Naudia Velarde	YWCA Monterey County	Advocacy, CSE/HT, Domestic Abuse, Safe Shelter Services
Carol Bishop	Seneca Family of Agencies	Kinship Services, CFT Facilitation, Family Finding and Engagement, Resource/Foster/Adoptive Family Education and Resources
Norma Smith	Seneca Family of Agencies	Kinship Services, CFT Facilitation, Family Finding and Engagement, Resource/Foster/Adoptive Family Education and Resources
Chandra Allen	Seneca Family of Agencies	Kinship Services, CFT Facilitation, Family Finding and Engagement, Resource/Foster/Adoptive Family Education and Resources

Marni Sandoval *	Monterey County Behavioral Health	Children's Behavioral Health Services
Liz Perez Cordero	Monterey County Behavioral Health	Children's Behavioral Health Services
David Maradei *	CAPC	Child Abuse Prevention Awareness and Education
Margie Wiebush	Hartnell College/Caregivers Association	Foster Parent Ed and Caregiver Supports
Susan Derichsweiler	Caregivers Association	Caregiver Supports
Steve Duran *	Peacock Acres	STRTP, THPP, Resource and Adoptive Parent
Justin Parker	Monterey County Office of Education	Education Supports and Services
Francine Rodd *	First 5 Monterey County	Early Childhood Education/Supports/Services
Oscar Flores *	First 5 Monterey County	Early Childhood Education/Supports/Services
Eduard Juarez-Lefevre	Monterey County Dept. of Soc. Services	Child Welfare
Sara Sturtevant	Monterey County Dept. of Soc. Services	Child Welfare
Vicki Meyers	CASA	Court Appointed Advocacy
Maria Perez	CASA	Court Appointed Advocacy
Richard Fenton	Monterey County Probation	Juvenile Probation Services
Greg Glazzard	Monterey County Probation	Juvenile Probation Services
Todd Keating	Monterey County Probation	Probation Executive Team

Prioritization of Outcome Data Measures, Systemic Factors, and Strategies

Child Welfare:

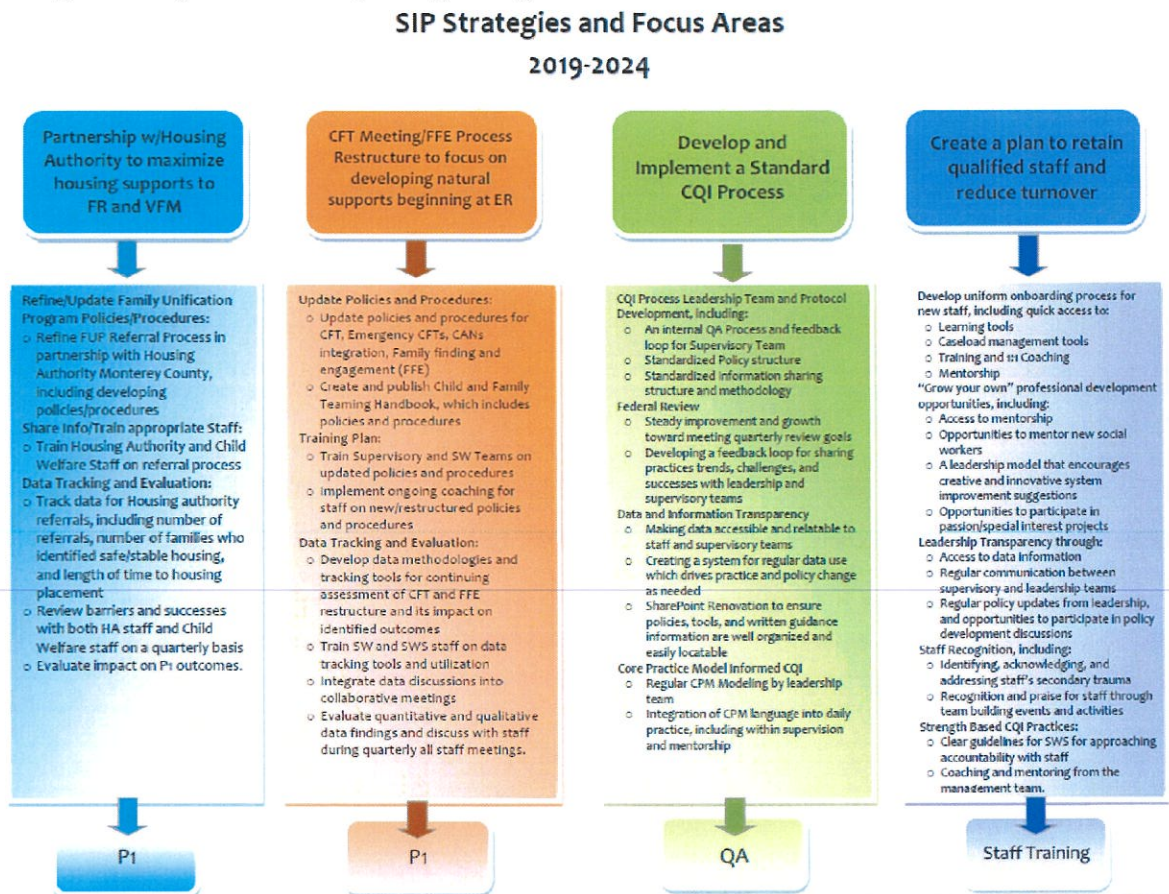
Outcomes from the CSA reflect that the families most at-risk in Monterey County have not changed significantly since the prior SIP period. Families most vulnerable to abuse and neglect include:

- Families with income below the poverty limit,
- Families with histories and struggles with substance abuse and mental health issues,
- Families lacking stable housing,
- Families who lack access to transportation and live in outlier areas in the community (i.e., South Monterey County), and
- Families who originate from Indigenous regions of Mexico and struggle with language barriers as a result of their language dialects.

In order to be properly equipped to meet the needs of those identified as being the most vulnerable in our community, our agency has developed four (4) strategies, which will focus on:

- Improving outcomes in federal measures not currently meeting national standards,
- Addressing systemic factors, which affect staffing turnover and thus the quality of service provision and level of expertise in our agency, and,
- Creating and standardizing quality improvement structures and processes in order to improve quality assurance outcomes for our agency.

The following chart provides a skeletal overview of the Child Welfare SIP Strategies for the next 5 years, which are discussed at greater length in the corresponding Strategies section below:

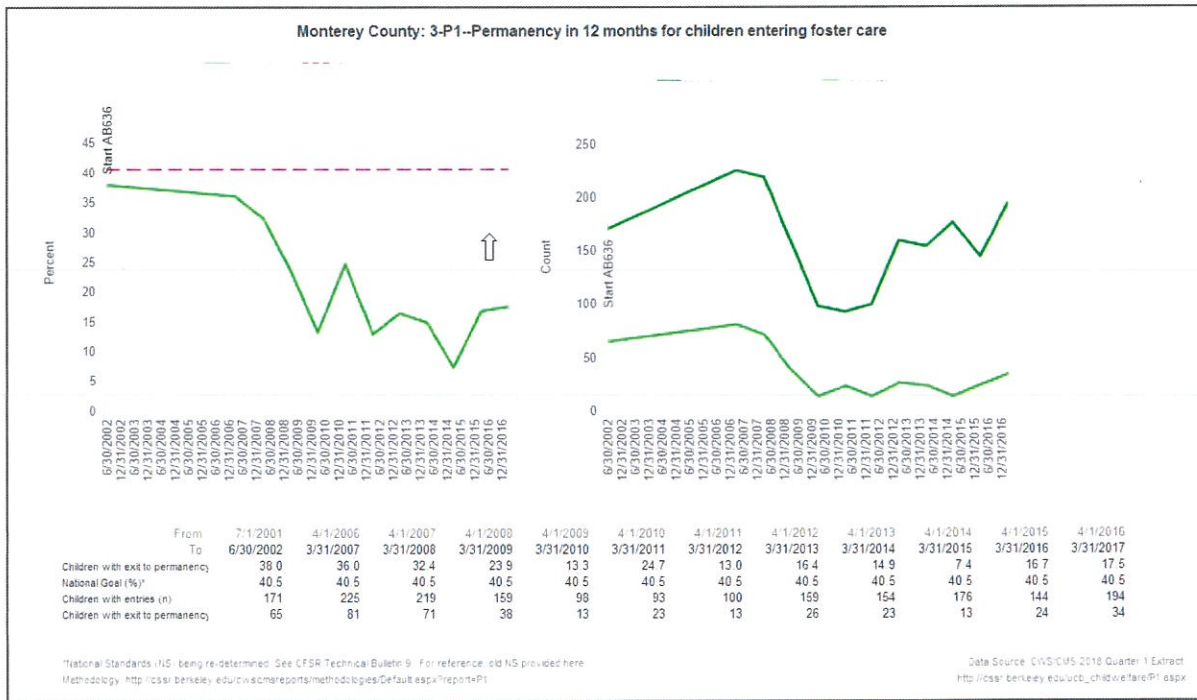


Prioritized Outcome Data Measures: for the upcoming SIP Period, our agency has opted to prioritize federal outcome measure P1 – Permanency in 12 Months.

- **P1 – Permanency in 12 Months** – This measure asks: “of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering care?”

P1 – Permanency in 12 Month: Baseline and Most Recent Outcomes

Baseline Start Date	Baseline End Date	Baseline Numerator	Baseline Denominator	Baseline Performance	National or Compliance Standard
04/01/2016	03/31/2017	34	194	17.5	40.5



P1 was identified as an area of focus because it is the only measure which Monterey County does not meet or outperform the National Standard. P1 has historically been a challenge for Monterey County, and thus was also the focus of our CSA Peer Review. Outcomes from the peer review reflected that Monterey County could improve its time to permanency outcomes by addressing some of the service gaps and systemic challenges facing families in the process of reunification. Robust discussion was had between peer counties and the local child welfare team around leveraging family finding and engagement to assist families in overcoming challenges and barriers such as transportation, natural supports, and meeting their needs once the agency is no longer involved. Additionally, it was recommended that the County look to enhancing its visitation policy to create standardization for how and when visitation should be increased for parents in reunification.

The Peer Counties also recommended that the agency increase utilization of existing housing resources to assist families in securing stable housing, which would not only improve time to permanency, but decrease re-entry rates. While the County has a wide variety of housing supports and services, the CSA Outcomes reflected that these resources are underutilized, either because staff may not be aware of the availability of these resources, or because families have difficulty accessing these resources within the community. The County recognizes the need to conduct additional outreach to ensure available housing resources are being utilized. It should also be noted that the CSA Outcomes showed that safe and affordable housing is limited in Monterey County. While outreach may increase families’ ability to access these resources, it does not guarantee

that families will be able to locate and secure housing. Affordable housing in safe and desirable neighborhoods are limited in Monterey County, with housing costs so high in the largest county cities, including Salinas and Monterey. This means that, while the County may be able to increase utilization and awareness of housing resources, the Department cannot ensure that utilization of resources and referrals will guarantee that a family will be able to locate housing within the main cities, which are the central hubs for resources in Monterey County. In addition, our agencies have made great strides to increase access to resources for Child and Family Teams as they assess in CFT Meetings what the needs of families are, and how best to address those needs.

It is still critical to note that permanency in 12 months is a measure that bears a great deal of complexity. Multiple factors contribute to the Department’s ability to ensure children achieve permanency, as well as stability, within a 12-month period. Among these factors, we have found that the most impactful include:

- The safety concerns that initially brought the children into care,
- Court related delays in the dependency process, and
- The parent with whom the child is reunited (i.e., offending parent, vs. non-offending parent).

After the 2018 Q1 Data was made available (our data baseline), the County conducted a review of a random sampling of 20 cases from the baseline period, in an effort to better understand how the above factors impact permanency in 12 months. Of the 20 cases, 10 achieved permanency in 12 months; and 10 did not. The average time to permanency for these 20 cases was 17.08 months.

A review of the 10 cases that achieved permanency in 12 months shows us the following:

Factor	Impact	Additional Notes
Safety Concerns	<ul style="list-style-type: none"> • 6 of 10 cases involved drug abuse • Of those 6, 4 involved alcohol and 2 involved drug use • 1 of 10 cases involved physical abuse, • 1 of 10 cases involved sexual abuse • 1 of 10 cases involved medical neglect, and • 1 of 10 cases was a frequent runaway youth 	<ul style="list-style-type: none"> • In the case involving sexual abuse, the child reunited within 12 months, was an at risk sibling
Court Related Delays	<ul style="list-style-type: none"> • None of the 10 cases reviewed reflected any significant court related delays 	
Reunified Parent	<ul style="list-style-type: none"> • Of the 10 cases reviewed, 7 were reunited with the parent from whom they were removed, and 3 reunited with a non-offending parent 	<ul style="list-style-type: none"> • In both cases involving drug use, the children reunited with a non-offending parent

A review of the 10 cases that did NOT achieve permanency in 12 months, shows us the following:

Factor	Impact	Additional Notes
Safety Concerns	<ul style="list-style-type: none"> • 7 of 10 cases involved drug abuse • The remaining 3 cases involved mental health/DV, Physical Abuse/DV, and Caretaker Absence 	<ul style="list-style-type: none"> • Of the 7 cases involving drug abuse, 2 had previously received voluntary or preventative services
Court Related Delays	<ul style="list-style-type: none"> • 5 of 10 cases had court related delays 	<ul style="list-style-type: none"> • Of the 5 cases with delays, 4 had a delay of approximately 2 months between the Detention and Juris/Dispo hearings

		<ul style="list-style-type: none"> • 1 of the 5 had a delay to the S&I hearing, which impacted the eventual exit to adoption
Prior Voluntary or Preventative Services	<ul style="list-style-type: none"> • 4 of 10 cases had previously received voluntary or preventative services 	<ul style="list-style-type: none"> • 2 of the 4 cases involved drug abuse
Prior Dependencies	<ul style="list-style-type: none"> • 1 of 10 cases had a prior dependency outside of California 	<ul style="list-style-type: none"> • This case involved drug and alcohol abuse
Time To Permanency	<ul style="list-style-type: none"> • 9 of 10 cases achieved permanency in a time frame between 14-18 months • 1 of 10 cases achieved permanency in 23 months 	<ul style="list-style-type: none"> • 6 of the 9 cases that achieved permanency between 14-18 months involved drug abuse • 3 of the 9 cases involved mental health, domestic violence, and/or caretaker absence. • The case which achieved permanency in 23 months exited to adoption, and involved drug abuse
Exit Reason	<ul style="list-style-type: none"> • 4 of 10 cases reunified with a parent • 3 of 10 exited to adoption • 2 of 10 exited to guardianships • 1 of 10 aged out 	<ul style="list-style-type: none"> • All 4 of 10 cases of reunification involved drug abuse

An analysis of the cases which did not achieve permanency in 12 months shows a correlation between the factors we believe have the most impact on permanency, as described above. Notable trends that appear to have affected the ability to achieve permanency in 12 months includes drug abuse as a primary safety concern, and court delays. Additionally, in a majority of cases that involve drug abuse, the families had prior, lower levels of intervention by the Department to attempt to mitigate the safety concerns related to the parent(s)' drug abuse.

These outcomes were discussed with the management team at the time of the review. Feedback from the management team indicated that from the perspective of social work staff, the factors that tended to have the greatest impact on timely reunification were: access to AoD services, lack of housing, and court delays. With regard to AoD services, it was reported that accessing the services needed to address the safety concern can also delay the time to permanency, and that often times, parents are placed on wait lists in order to access these services. This, compounded with court delays at the beginning of the dependency process, shows us how access to services and court delays may push permanency out between 2-4 months. This is consistent with the average time to permanency specific to these 10 cases, which is 17 months. With regard to housing, the feedback reflected that – although programs exist to assist reunifying families in obtaining stable housing, the lack of housing in-county results in wait lists and difficulty finding desirable housing. Often times the housing that our families are able to obtain within their price points, or through housing assistance programs, are in dangerous neighborhoods that may result in new safety concerns that compound already existing concerns that families are trying to resolve.

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In terms of demographics for this population, it is consistent and reflective of overall county demographics for children in care in Monterey County, with majority numbers being ages 6-10, Hispanic, and male.

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
 California Department of Social Services, Child Welfare Statistics and Analysis Section (CWSAS)
3-P1 Foster care entry cohort outcomes
 Children who entered foster care during 12-month period: Exit status at 12 months
 Agency Type: Child Welfare
 Apr 1, 2016 to Mar 31, 2017
 Selected Subset: Episode Count: First Entry, Other Entry
 Selected Subset: Number of Days in Care: 8 days or more
 Monterey

COUNT	Age Group														Total
	<1 mo		1-11 mo		1-2 yr		3-5 yr		6-10 yr		11-15 yr		16-17 yr		
	n	n	n	n	n	n	n	n	n	n	n	n	n	n	
Reunited	2	2	2	4	10	6	1	21							
Adopted	5	1													
Guardianship															
Aged Out/Emancipated															
Other															
Still in care	19	16	22	26	35	28	13	158							
Total	28	19	24	30	45	35	16	196							

Data Source: CWS/CMS 2019 Quarter 3 Extract
 Program version: 2014.11.30 Database version: 12NOV2019.15.25.15

California Child Welfare Indicators Project (CCWIP)
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 Agency Type: Child Welfare
 Apr 1, 2016 to Mar 31, 2017
 Selected Subset: Episode Count: First Entry, Other Entry
 Selected Subset: Number of Days in Care: 8 days or more
 Monterey

COUNT	Gender			Total
	Female	Male	Missing	
	n	n	n	
Reunited	14	13		27
Adopted	2	4		6
Guardianship	1	1		2
Aged Out/Emancipated	1	1		2
Other	1	1		2
Still in care	77	80		158
Total	96	100		196

Data Source: CWS/CMS 2019 Quarter 3 Extract
 Program version: 2014.11.30 Database version: 12NOV2019.15.25.15

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
 California Department of Social Services, Child Welfare Statistics and Analysis Section (CWSAS)
3-P1 Foster care entry cohort outcomes
 Children who entered foster care during 12-month period: Exit status at 12 months
 Agency Type: Child Welfare
 Apr 1, 2016 to Mar 31, 2017
 Selected Subset: Episode Count: First Entry, Other Entry
 Selected Subset: Number of Days in Care: 8 days or more
 Monterey

COUNT	Ethnic Group						Total
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	n	n	n	n	n	n	
Reunited	1	9	17				27
Adopted		2	4				6
Guardianship		1	1				2
Aged Out/Emancipated		1	1				2
Other		1	1				2
Still in care	8	14	136		1		160
Total	9	26	150		1		196

Data Source: CWS/CMS 2019 Quarter 3 Extract
 Program version: 2014.11.30 Database version: 12NOV2019.15.25.15

As stated, the above data in aligned with the county's overall in care population, which also reflects the majority of children in care being between ages 6-10, Hispanic, and male. It does not appear that there are any trends specific to permanency that can be seen in age, gender, or ethnicity.

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
Entries to Foster Care
 Agency Type = Child Welfare
 Apr 1, 2016 to Mar 31, 2017
 Selected Subset: Episode Count: First Entry, Other Entry
 Selected Subset: Number of Days in Care: 8 days or more
 Monterey

Age Group	Gender			Total
	Female	Male	Missing	
	n	n	n	
<1 mo	10	16		26
1-11 mo	9	12		21
1-2 yr	10	15		25
3-5 yr	16	17		33
6-10 yr	21	26		47
11-15 yr	25	15		40
16-17 yr	12	5		17
18-20 yr	5	3		8
Total	108	109		217

Data Source: CWS/CMS 2019 Quarter 3 Extract
 Program version: 2013.12.09 Database version: 70953859

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
Entries to Foster Care
 Agency Type = Child Welfare
 Apr 1, 2016 to Mar 31, 2017
 Selected Subset: Episode Count: First Entry, Other Entry
 Selected Subset: Number of Days in Care: 8 days or more
 Monterey

Age Group	Ethnic Group						Total
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	n	n	n	n	n	n	
<1 mo	2	4	20				26
1-11 mo	1	4	16				21
1-2 yr	2		23				25
3-5 yr		6	27				33
6-10 yr	2	5	39		1		47
11-15 yr	3	5	32				40
16-17 yr		1	16				17
18-20 yr		2	6				8
Total	10	27	179		1		217

Data Source: CWS/CMS 2019 Quarter 3 Extract
 Program version: 2013.12.09 Database version: 70953859

As a result of some of the changes already underway, the County has seen improvement to our P1 outcomes since the baseline period, as seen below for Q3 of 2019:

Q3 2019 Entry Start Date	Q3 2019 Entry End Date	Q3 2019 Numerator	Q3 2019 Denominator	Q3 2019 Performance	National or Compliance Standard
10/01/2017	09/30/2018	45	158	28.5	40.5

While these outcomes are promising, it is important to note the decrease in denominator from the baseline period, which may also impact the performance outcome.

Focus Area Systemic Factors: In addition to the two federal outcome measures discussed above, the County has also elected to focus on three systemic factors, which have been determined to link directly to addressing the needs identified through the CSA. Those two systemic factors are:

- **Staff Training** – a systemic factor that considers the impact (in the way of turnover) of systems on staff who work with families on a daily basis, and how that turnover cycles into the impact on families.
- **Quality Assurance** – a systemic factor that considers the County's ability and readiness to assess the fidelity of its programs and initiatives, and to continually make improvements as needed to ensure a high quality of service to families, agency wide.
- **Agency Collaboration** – a systemic factor which considers the benefit and impacts of the agency's collaborative relationships with other agencies with a similar mission of providing services and support to families in the community.

Staff Training: Staff training and onboarding was a recurring theme identified throughout the feedback process during the CSA. It is not lost on this agency that staffing retention and turnover has impacts on all aspects of Child Welfare Practice, and engagement with system-involved families. Feedback loops during the CSA noted new staff to the agency would greatly benefit from a standardization in the onboarding process to ensure that they all have the same experience of being introduced to the work of child welfare. An additional layer to this is creating opportunities for new staff to receive mentoring where group trainings are not available. This not only creates greater knowledge of Child Welfare Practice for new staff, but also promotes professional growth for experienced staff. These efforts, we believe, will result in greater staff retention and grow-your-own opportunities for staff to move upward in the future.

In order to measure the efficacy of efforts surrounding Staff Training, the County has chosen the baseline of lack of a current onboarding and training process prior to this SIP Period. Previously, new staff were immediately placed into their assigned units and provided with a caseload. The only standardized training plan was the completion of required CORE Trainings within the first two years of employment. This was scheduled and tracked by the training supervisor. The new onboarding process will include the development of a training induction curriculum which all new staff will participate in for a determined period of time prior to being assigned to a specific unit and given a caseload. This training program will be developed, implemented, and overseen by the Training Supervisor. In addition, staff training and performance expectations will be developed and standardized through the utilizations of unit handbooks, integration of CQI and QA trend outcomes to inform training needs, and the integration of unit leads to offer ongoing mentorship and coaching supports of new staff. Going forward, we will measure each year's progress toward improvement in this focus area by the scheduled completion of foundational steps outlined in the SIP Chart.

Quality Assurance: The development of a standardized CQI Model in Monterey County was a priority and goal during the last SIP period, which was made difficult by shifts and changes in department leadership and turnover of staff. We are beginning the upcoming SIP period with a full management team and a strong and passionate workforce poised for systems change. For this reason, we have chosen to focus on Quality Assurance as a systemic factor over the next five years, with a particular goal of developing a CQI Model which can be used as a universal tool for implementing system change as we implement new programs and initiatives. The idea is that a standardization of CQI will lead to greater quality of service to families, and consistency in how changes are implemented which are sustainable through changes of leadership within the agency.

In order to measure the efficacy of efforts surrounding Quality Assurance, the County has chosen the baseline of lack of a standardized CQI Process prior to the SIP period. Going forward, we will measure each year's progress toward improvement in this focus area by the scheduled completion of foundational steps leading up to the finalization and implementation of a CQI Process over the next five years.

Agency Collaboration: Agency collaboration was a highlight of both our peer review and stakeholder feedback during our CSA. In addition, housing instability and the availability of safe and affordable housing for families served by our agency was identified as a challenge throughout the CSA. While there are currently referral systems for resources in place, a review of these systems found that in general, housing resources available to our families are highly underutilized. In order to address this, we have developed a strategy to maximize housing supports to families receiving reunification and family maintenance supports, which relies heavily on improving agency collaboration with our local housing authority partners. Presently, the Family Unification Partnership (FUP) Program, a partnership with the Housing Authority of Monterey County, does not have a mechanism in place for tracking utilization of this program to ensure the County can address challenges and recognizes successes. As such, presently, there is no tracking and analysis of this information. We will use this lack of tracking and data analysis as a baseline for measuring the success of this strategy in current SIP period. Going forward, we will measure each year's progress in this focus area through the availability of data and information gathered through quarterly meetings with Housing Authority to assess the utilization of the FUP program, and the impact of increased utilization of permanency outcomes for families eligible to receive this housing resource.

Child Welfare Strategy Narrative

As outlined in the SIP Strategies Flow Chart on page 8, the agency has identified six (6) strategies to address the performance outcomes and focus areas identified above.

	Strategy	Focus Area
1	Partner with the Housing Authority of Monterey County to maximize housing supports for families in Family Reunification and Family Maintenance	P1, Agency Collaboration
2	Restructure Child and Family Team (CFT) Meetings and Family Finding and Engagement (FFE) Process to focus on Developing natural supports for families at the emergency response phase	P1
3	Develop and Implement a CQI Process	QA
4	Create a Department wide plan to retain qualified staff and reduce staffing turnover which includes Onboarding, Opportunities for Mentorship, and addressing Secondary Trauma amongst staff	Staff Training

Strategy 1: Partner with Housing Authority of Monterey County to Maximize Housing Supports for Families in Family Reunification and Family Maintenance Programs:

This strategy aims to improve P1 outcomes by improving and maximizing the utilization of housing supports for families receiving Family Reunification and Family Maintenance services. This strategy, we believe, will also create sustainability in permanency for families who reunify by ensuring these families can obtain safe and stable housing.

A primary challenge identified through our County Self-Assessment is access to housing for families receiving reunification services. During the Peer Review, it was found that in cases receiving reunification services, those parents who were able to obtain stable housing were more likely to reunify and maintain stability once Child Welfare involvement ended. During a subsequent Stakeholder meeting, the group made recommendations as to how best to increase utilization of already existing housing resources available to the Department.

A case study was conducted for the 2018 SIP Progress Report, using a random pool of 10 cases which did not achieve permanency in 12 months, from the 04/2015-03/2017 report period. All 10 cases involved substance abuse, mental

health, and/or domestic violence – all factors which tend to impact housing stability. Additionally, 4 of the 10 cases had previously received voluntary or preventative services. Outcomes from the CSA revealed that there are several existing resources to assist parents in reunification with finding and obtaining stable housing, but that not all social workers were either aware of, or regularly utilizing these resources. While the County has had a Family Unification Partnership Program in place for a number of years, meetings between Housing Authority and the Department has not historically followed a structure that would allow the county to track utilization of the program. In addition, the County has not previously been permitted to refer families receiving voluntary services. The following structural changes will increase utilization and knowledge of the program amongst staff, over time.

- Partner with Housing Authority of Monterey County to increase referrals to the Family Unification Partnership (FUP) Program through regular program outreach to staff. This increase to utilization would include the following target populations:
 - ✓ Families receiving Voluntary Maintenance Services
 - ✓ Families receiving Family Reunification Services, and
 - ✓ Transition aged youth
- Regular trainings from Housing Authority for Child Welfare Staff to ensure staff understand the Family Unification Partnership Program, its basic eligibility requirements, and the process for referring clients to the program. In addition, regular and ongoing trainings ensure that staff new to Child Welfare, or new to the Family Reunification Units will receive the level of training needed to fully utilize this resource.
- Quarterly meetings with Housing Authority to ensure number of referrals and program utilization can be tracked, and that program challenges and successes can be discussed. Participation in meetings will include key Child Welfare and Housing Authority staff (including family reunification unit supervisors and child welfare management team members directly involved in the oversight of the program). Meeting discussion will include:
 - ✓ Status of referrals submitted, including a discussion of denial reasons for families not approved for voucher receipt
 - ✓ Number of families receiving the FUP housing vouchers, and the number of vouchers still available
 - ✓ Status of Child Welfare oversight for families receiving vouchers to ensure that as Child Welfare involvement ends, families can be transitioned to a different voucher type thereby opening vouchers for additional families
 - ✓ Average length of time families experience between being approved for a voucher and identifying housing
 - ✓ Successes and challenges within the referral and application processes, and communication between Child Welfare and Housing Authority staff
- Conduct quarterly outreach to keep staff apprised of available housing resources including: funding streams which can pay for first/last month's rent, and community resources which will pay for first/last month's rent and security deposits, as well as utilities costs.
- Track progress of outreach by conducting annual online surveys with staff to identify how many are familiar with, and regularly utilizing available housing resources.

Strategy 2: Restructure Child & Family Team (CFT) Meetings and Family Finding and Engagement (FFE) to Focus on Developing Natural Supports for Families and the Emergency Response Phase of the Case:

This strategy aims to improve P1 outcomes by creating opportunities for families to build natural supports earlier in the life of a case, at the Emergency Response phase. This, we believe, will empower families to engage more meaningfully in reunification and maintenance services earlier in the process by supporting the development of natural supports beginning at the Emergency Response Phase. This will increase the capacity of each family to self-stabilize and meet the needs of their children through natural supports.

In 2018, the County rolled out the standardization of Child and Family Team Meetings for all children in open dependency

as well as families receiving voluntary maintenance services. While this was a successful initial rollout of Child and Family Team Meetings for the majority of families our agency serves, our agency's leadership team has determined that in its current iteration, our CFT Meeting Procedures do not fully encompass the spirit and intent of Child and Family Teaming. Thus, this prong of our Family Engagement Strategy aims to restructure our current CFT Meeting model into a more holistic Child and Family Teaming Framework which will include:

- Utilization of outside technical support to assist and guide the restructuring process
- Policies and procedures which support the Child and Family Teaming and Family Engagement approach at the earliest stages of Child Welfare interactions
- Utilization of Family Finding and Engagement for the purposes of identifying natural supports that the family can rely on, rather than family finding solely for the purpose of identifying placement options (as is the current practice)
- Child and Family Team Meetings beginning at Emergency Response and prior to taking a child into protective custody
- Training all staff on how to utilize the Child and Family Team model to empower families and assist them in identifying and developing natural supports which will be sustainable beyond Child Welfare involvement
- Training for all staff to ensure an understanding of their role, and the role of the department in the Child and Family Team
- Development of standardized meeting blocks, which will enable families to choose from various options for day of the week, and time of day when their CFT Meeting will be held (to include meetings times in the evening for working families)
- Development of a Child and Family Teaming handbook which encompasses all elements of the teaming model, including CFT Meeting purpose and structure, CANS Integration and the impact of CANS on CFT Meetings, and Utilization and prioritization of Family Finding and Engagement
- Development of data tracking tools to track CFT meetings, including: frequency, location and time of the meeting, and participation of the meeting.

A recent assessment of the agency's current CFT Model by the management team found that in its current iteration, the agency's model still falls short in putting families in the driver's seat of their Child and Family Team and of CFT meetings in general. Meetings are happening more frequently than the 90-day minimum requirement, particularly for families receiving family reunification services, which appears to be leading to burn out, not only amongst staff, but also amongst the contracted facilitators. In addition, in order to accommodate the schedules of social work staff and behavioral health partners, CFT meetings are still being held most frequently in the County's office building, and often during regular office hours for the agency, which likely means that participation in the meetings is causing inconveniences for families, particularly working families, as well as re-traumatization for youth and families each time they are asked to come to the County's building.

Feedback on Child and Family Team Meetings from the agency's CFT Workgroup, which includes Child Welfare staff, contracted CFT facilitators, Juvenile Probation, Behavioral Health, and Wraparound partners, tells us CFT Meetings are sometimes not long enough to meet the needs of large sibling groups. Conversely, the Workgroup also reports that some meetings run too long for smaller families, causing frustration amongst meeting participants. This tells us that there is some inconsistency in the meeting structure, and that meetings are not being tailored to meet individual family needs. Additionally, lack of clarity on the role of each party in the team and in the meetings has caused ongoing challenges including: scheduling challenges, notetaking, confusion and discord about how facilitation should look, and the role of the social worker and their supervisor in each meeting. Because these challenges have been ongoing, much of the focus of the Child and Family Team model in Monterey County continues to be on the meetings themselves, leaving little space for the workgroup and leadership teams to focus on the how to improve and evolve the Child and Family Teaming model as a whole. In addition, in an effort to resolve many of the challenges, the meeting model has continued to move further away from families being in the driver's seat, leaving the County with a model which is much more government driven than the model intends.

Bearing all of this in mind, our agency aims to restructure and rebuild our current processes to ensure that the updated model is more family centered and focused, thereby improving family engagement and enabling families to have ownership in the services being provided to them by the Department. With the help of outside technical assistance to drive and guide the process, as well as comprehensive trainings for staff and partners alike, we are confident that the restructure will have positive impacts not only on the level of service to families, but on outcomes to permanency and reunification as well.

Development and Utilization of Data Analysis Tools:

The use of data at every level of Child Welfare practice, to drive systems improvement and track outcomes will be an integral piece of the agency's Family Engagement strategy. While data analysis has always been regular practice for the analysts within the management team, the transition to using data agency wide has yet to be made. As a result, Program Managers, Social Work Supervisors, and Social Workers alike are not yet trained to fully understand the benefit of data tracking and analysis in their daily work. While systems such as Safe Measures are used by some staff as a caseload management tool, even Safe Measures is not yet used consistently by staff. Thus, staff had little to no understanding of the implications of their daily work on federal measure outcomes, and in particular, P1. While some strides have been taken to introduce C-CFSR outcomes to staff and make the link between their daily tasks and quarterly outcomes, what is still lacking, are tools that can be used by staff to track and analyze the data from their individual caseloads, and the caseloads of their individual unit, as well as the training to utilize such tools. Working with our local systems support partners, this prong of the Family Engagement Strategy aims to develop data tracking methodologies and tools that that social workers and supervisors may view and analyze local data in order to understand the effects of the Child and Family Teaming Model restructure, and its ongoing impact on:

- Regularity of CFT Meetings
- Time to permanency within each caseload
- Number of placement moves within the first 90 days of dependency
- Utilization of Family Finding
- Relative and Non Related Extended Family Member (NREFM) Placement

Providing a mechanism for staff to utilize data at the localized level of their caseloads (and for supervisory staff, the units), is not only the very essence of transparency in leadership, but it also empowers staff to become invested in the outcomes of the daily work that they do, and to understand how those outcomes intersect with and impact systems improvement as a whole. In addition, providing a tool for supervisors to track and analyze information at a unit level paves the way for consistency in supervision, foundations for accountability, and a landscape for identifying trends, training needs, and successes. In turn, mentoring and coaching will become more structurally consistent, and the ability of new supervisors to learn and understand their role becomes more standardized as well.

Aside from the above benefits of data driven Family Engagement policies and practices, equipping staff with data and the knowledge of how to use it, arms them with the level of information needed to be more engaged in the process and protocol development, as well as the tools they would need to bring improvement strategies and suggestions to their leadership teams. Staff also become better equipped to engage in quarterly Child Welfare Director Dialogues, and to understand and ask questions of the Director when data at an agency level is presented during these discussions. At a leadership level, the integration of data analysis tools within the regular caseload management practices, allows for more robust discussion as to practice trends, and thus training needs. For the Program Managers, a tool which tracks this data at a unit level will enable forecasting necessary to determine the need for more mentors, different or more frequent training, one on one coaching needs, and staffing needs.

Currently, data utilization to this degree does not occur within the agency. While Analysts track data on a quarterly and/or annual basis for the programs which they oversee, and for C-CFSR and planned system improvement, the agency has not yet been able to successfully integrate the use of data at the staff level as a tool for caseload and supervisory workload management. While we know that systems improvement should always be data driven and never arbitrary, often times we find that the missing piece of systems improvement within our agency, is that understanding amongst staff

as to what drives system change, and thus we often encounter either apprehension from staff of system change, or “implementation fatigue” altogether. This prong of Family Engagement also engages staff in the systems improvement process in a way that is both meaningful to each staff member and beneficial to the agency as a whole.

Strategy 3: Develop and Implement a Continuous Quality Improvement (CQI) Process:

The development and implementation of a CQI Process in Monterey County aims to improve Quality Assurance for the Agency. Currently, a standardized CQI process does not exist in Monterey County, and though there have been iterations of a Quality Assurance Case Review process in the past, it has been rendered essentially obsolete by the need to meet Federal Case Review requirements from the State. As a result of multiple changes in staffing over the last three years, particularly with the Management Team responsible for QA and Federal Case Review, the Department has had difficulty getting up to speed for Federal Case Review. As of February 2018, the team responsible for Federal Case Review and QA is fully staffed and trained, and the Department continues to quickly move toward our County Federal Case Review goals. With Federal Case Review continuing to improve, the Department has identified the development of a standardized CQI Process as the next step in improving Quality Assurance in Monterey County, and thus has identified CQI as a SIP Strategy for this period. The CQI Leadership Team responsible for the early planning stages of CQI have reported that they are utilizing the State’s recommended CQI template, as outlined in [ACIN I-84-16](#), to include the processes of evaluating the efficacy of the CQI process, and feedback loops to the Child Welfare Management and Supervisory Teams.

The CQI Leadership team, which consists of the Management Analysts charged with oversight of QA and Federal Case Review, have developed the following action steps needed to accomplish the full implementation of a CQI Process by the end of this SIP Period. These recommended action steps have been introduced to the Management Team, who have agreed to support this strategy over the next five years.

- Introduce data statistics related to State and Federal Outcomes to staff during quarterly All Staff meetings. Familiarity with regularly tracked data outcomes and the basics of measure compliance will build a necessary foundation for staff to understand the principals and purpose of CQI. In addition, understanding measured outcomes will help staff understand how their daily work tasks relate to County performance in State and Federal Measures.
- Integration of Core Practice Model (CPM) Language in service provider contracts to ensure that all providers who interact with Child Welfare involved families are utilizing CPM when engaging with families. This is necessary, as CPM sets the practice foundation for Child Welfare work, and will be the foundation of CQI as a whole.
- Assessment and restructure of the Agency’s SharePoint structure to ensure that staff can easily navigate SharePoint and locate tools and protocols. This will, in turn, build greater consistency and standardization in practice. This step was developed in response to feedback from staff that the current SharePoint structure is difficult to use, and that staff cannot locate resources when needed.
- Continue to improve Federal Case Review compliance, with a goal of 15 cases reviewed per quarter by August of 2020.
- Assemble a CQI workgroup to draft and finalize a written CQI Protocol.
- Implement CQI Protocol amongst all staff, to include training and initial implementation oversight.
- Work with a group of Stakeholders to apply the newly developed CQI Protocol to existing programs and process, as needed.
- Utilize CQI Protocol, incorporating Federal Case Review, to develop and implement a local QA process for internal case reviews and audits in order to measure efficacy of the CQI process.
- Begin the ongoing process of fidelity assessment of the newly implemented CQI.

Strategy 4 – Create a Department Wide Plan to Retain Qualified Staff and Reduce Staffing Turnover, which includes Onboarding, Opportunities for Mentorship, and Addressing Secondary Trauma Amongst Staff:

This strategy links directly to the prioritized systemic factor of staff retention, and was partially identified as a strategy as the result of recommendations coming out of the CSA via Peer Review, Focus Group, and Stakeholder feedback. CSA Feedback loops revealed that staff who were interviewed felt that the staff onboarding process could be improved, and thus newer staff would feel greater support and mentorship as they learned the ins and outs of Child Welfare work. Great emphasis was placed on the need for a standardized onboarding for all staff, and for training tailored to position, be it clerical specific positions, or training tailored to service component units (i.e., clerical focused for support staff, family reunification focused trainings for SWs in FR units, etc.). Another area of focus was the need to ensure staff understood the stressors and potential for secondary trauma that may be involved with Child Welfare work, to include support and clerical staff. Staffing Focus Group feedback indicated that, if potential candidates understood the complexities of the work from the get-go, they would be better equipped to make an informed decision about whether they are a good fit for Child Welfare. The Staff retention strategy aims to address the needs of staff currently on board, and to improve the training and onboarding practices for future hires. In order to meet this aim, this strategy will address:

- Staff Recognition and Support
- Grow Your Own Professional Development opportunities
- Leadership Access and Transparency
- The Development of a Standardized Onboarding Process

Staff Support, Recognition, and “Grow Your Own” Efforts:

In addition to CSA Peer Review and Focus Group outcomes, a recent discussion among the Child Welfare Management Team of the current onboarding process has revealed that there is a need to address overall staff wellness is vital to retention of current staff. Ensuring staff feel supported at every level will be a priority of this strategy, which includes:

- Identifying, acknowledging, and addressing secondary trauma by ensuring staff have immediate access to their supervisors and leadership team, leadership teams acknowledging the existence of secondary trauma and the difficulties in the daily work tasks, and leadership teams provide opportunities to offer self-care activities to staff. This may include:
 - ✓ Permitting staff time to engage in County health department self-care days or activities
 - ✓ Providing self-care activities to staff such as wellness hours, access to mentors and coaches
 - ✓ opportunities to attend trainings on passion subjects, and
 - ✓ Lead or participate in passion projects that align with the agency’s mission
 - ✓ Access to the agency’s Deputy Director to express concerns, stressors, and share creative solutions
- Inclusion of staff in the development process for the new onboarding process
- Allowing opportunities for professional growth for staff who have promotional aspirations
- Regular recognition and praise for staff
- Working with the Department Human Resources branch to develop Child Welfare specific exit interviews for staff who depart the agency
- Conducting annual staff surveys to promote feedback and idea sharing from staff
- Tracking position vacancies, including positions left vacant as a result of staff leaving the department, to determine why staff leave the department (i.e., promotions, lateral transfers, opportunities closer to home, etc.) in order to identify vacancy trends
- Supporting staff through allowance of greater flexibility for those meeting or exceeding job standards which will better enable staff to maintain a healthy work/life balance

Leadership Access and Transparency:

A vital piece of ensuring staff wellness and retention is to ensure that staff have access to support and leadership at all times. Providing avenues for leadership is not exclusive to access to supervision, but also includes access to mentorship and leaders at all levels. A cornerstone of this strategy will include creating leadership structures that can address the needs of new staff at multiple levels, including:

- Regular access to the Management Team, to include the Deputy Director, so that staff may seek clarity on program and policy questions as needed, and express new and innovative ideas and solutions for challenges of their daily work tasks,
- A mentorship program which utilizes the expertise of high level social workers who aspire to promote into leadership positions,
- Regular access to coaching for both supervisors and social workers from the staff trainer
- Quarterly communication meetings between supervisory staff and management team to provide an avenue for discussions about staffing, training needs, problem solving, emerging policy changes, and new policies and/or initiatives.

Development of Standardized Onboarding Protocols:

The above identified action steps will be brought together into a comprehensive onboarding process through standardized and strength based policies, procedures, and handbooks. A primary discussion point for the management team of the current onboarding process has been the lack of structure in the onboarding process as a whole. While staff receive the required CORE training within their first two years, there currently does not exist a standardized and documented onboarding process which regulates how staff learn the specific job tasks of their assigned service component. In addition, there currently does not exist a standardized training schedule to ensure staff are trained on local initiatives, programs, and processes, and local informational systems which are expected to be used as a part of workload management. Development of handbooks will also be integral to setting a structure for new staff, to include new supervisors and mentors. Handbooks for each service component and for supervisors and mentors will serve as a written resource which can be provided to staff new to a position and will be used as a resource throughout their time in the position. In addition, when seasoned staff move from one assignment to another, the service component handbooks will allow any staff person to independently become familiarized with the ins and outs of their new assignment. Handbooks will be broken out by three (3) position types: Supervisors, Social Workers (for each service component), and Mentors. Information in each handbook is expected to be structured as follows:

- ***Supervisor Handbook:***
 - ✓ Best practices for supervising new social workers
 - ✓ Training matrix for trainings of local policies/procedures/data systems
 - ✓ Expectations for timeframes to complete local training matrix
 - ✓ Work tools for supervising new staff
 - ✓ Expectations for supervisors in supervising new staff and mentor social workers
 - ✓ Guidance for accessing coaching and mentoring for both staff and the supervisor
- ***Social Worker Handbook***
 - ✓ Training Matrix for CORE and Local Trainings
 - ✓ Expectations for timeframes to complete training
 - ✓ Resource guide identifying locations for different resources as well as how to utilize management team, supervisors, mentors, and coaches as a resource
 - ✓ Service Component specific handbooks, including job tasks and responsibilities specific to each unit
 - ✓ Caseload Management Tools
 - ✓ Expectations for Social Workers
 - ✓ A copy of expectations for Supervisors to ensure new Social Workers know what to expect from their supervisor
- ***Mentor Handbook***
 - ✓ Expectations for new mentors, including expected modified caseloads for mentors, and mentoring

workload

- ✓ Best practices for mentoring new social workers
- ✓ Copies of Local Training Matrix and expectations for timeframes to complete trainings
- ✓ Copy of best practices for supervising new social workers
- ✓ Guide for accessing coaching and leadership resources for the mentor
- ✓ Workload balancing solutions and best practices for mentors

Staff retention is a priority of the Agency's leadership team, as retaining experienced staff at all levels continues to be a concern. As of the start of 2020, of the 16 Social Work Supervisor positions, 2 were vacant – and of the 14 positions that were filled, 9 of the supervisors had been in their position for 5 or less years (all having been promoted from within). With regard to the Management Team, there are 10 Management positions, including the following:

- 1 Deputy Director
- 2 Program Managers (1 vacant)
- 5 Analyst Positions (including 2 Analyst III's and 2 Analyst II's, and 1 Analyst II vacancy)
- 1 CAPC Director (an Analyst III Level position)
- 1 Supervising Staff Trainer

The CAPC Director was recently increased to a full time position and filled through a lateral transfer from within the current management team by a Management Analyst III. The vacancy left by this transfer was filled in March of 2020, by a promotion from within the management team, leaving a Management Analyst II position vacant. In addition, The Deputy Director position was filled in March 2020, and a Program Manager position was left vacant by a retirement in the same month. Of the 8 positions filled, 6 of the managers have been in their position for 5 or less years, including 3 of the 4 currently occupied analyst positions, the occupied Program Manager position, and the Deputy Director. Since 2014, the Department has seen 4 Child Welfare Directors.

These trends are also reflected within the social work staff. From July 1, 2017 to June 30, 2018, the County retained an average staff count of 129.5 per month, to include management, social workers, social work supervisors, and support staff. During that same period, there were an average of 6.5 staff vacancies per month, equating to approximately 4.75% of the monthly average staffing total. Throughout the course of the year, we had 22 staff onboard, while 19 staff exited, which equates to approximately 1.8 new staff to 1.5 exits per month. The primary goal to address this systemic factor over the next five years will be to reduce the ratio of new staff to exits per month, as well as the number of vacancies to total staff per month. Presently the County has no plans to increase the number of positions within the agency. Instead, this strategy will focus on attempting to decrease the number of vacancies per month (not including leaves of absences), and moving toward a goal of being fully staffed on all levels, including management, supervisory, social work, and all support staff.

While the newness of staff at every level has the benefit of fresh ideas, innovation, and motivation for systems improvement, it also comes with the challenge of ensuring the agency can retain staff with the level of knowledge and expertise to maintain the high levels of customer service expected by County Leadership and the Community, and as outlined in the Core Practice Model. The following list of action steps outside of those identified above to ensure this strategy can be implemented successfully, and will be inclusive of a teaming model and strength based CQI and Core Practice Model values.

- Assemble a workgroup of social work staff and management, tasked developing the staff onboarding handbooks identified above.
- Create a platform within the Management Team for regular assessment and provision of Grow-Your-Own Professional growth opportunities for experienced staff who have supervisory and management level career aspirations.
- Collaboration with CQI Leadership Team to ensure CQI Protocols are written using strength based feedback processes, CPM values, and Safety Organized Practice.
- Training for identified Supervisors, Managers, Trainers, and Mentors, on the new onboarding and mentorship processes for new employees.

- Implement an ongoing fidelity assessment for the new staff onboarding process to ensure it is updated and refreshed as needed.

Juvenile Probation Measure Outcomes and Focus Areas:

After reviewing the Quarter 1 2018 data, Monterey County Probation did not meet the National Standard for the following four (4) federal outcome measures:

- S1 - Maltreatment in Foster Care
- P1 - Permanency in 12 Months (entering foster care)
- P2 - Permanency in 12 Months for Children in Foster Care 12-23 Months
- P3 - Permanency in 12 Months for Children in Foster Care 24 Months or More

Based on Q1 2018 data, Probation recognized the following challenges and barriers to meeting these standards: Length of time to meet rehabilitative goals longer than 12 months due to the nature of offense (sexual or egregious crimes), significant substance abuse issues, significant mental health issues, and poor performance/behavior and/or absconding during the placement episode. Another factor Monterey County Probation identified was how Wraparound Services in Monterey County was structured, which required Probation participants to be under a foster care order. Some youth who were not successful in wraparound may have been under the general placement order for months prior to being ordered into out of home placement. Since this was the same placement episode, it was not realistic that the youth will be able to achieve permanency within 12 months of the placement order. This is also true for youth who participated in wraparound following placement as the placement order continued. As of December 2019, Monterey County Probation no longer utilizes a general placement order for Wraparound.

Prioritized Outcome Data Measures/Measures not Meeting National Standard: For the upcoming SIP Period, our agency has opted to prioritize federal outcome measure P1 – Permanency in 12 months. Probation did not select measures S1, P2, and P3 as focus areas since our agency met or exceeded the performance standards for those in Q1 2019.

S1 – Maltreatment in Foster Care

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	National or Compliance Standard
04/01/2017	03/31/2018	1	10,126	9.88	≤ 8.5%

Based on Q1 2018 data, there was one youth who had a substantiated report within 12 months of their initial report. This youth was a “cross-over” youth from Dependency to Juvenile Justice who met his rehabilitative goals on probation. At the time he completed his rehabilitative goals and was being discharged from probation, his mother was in custody at the County Jail and a referral to the Department of Social Services was submitted and substantiated. Following the 241.1 W&I process, the youth was placed in the custody of the Department of Social Services.

Based on Q1 2019 data Probation is in compliance with this measure as the Most Recent Performance number decreased from 9.88 to 8.25.

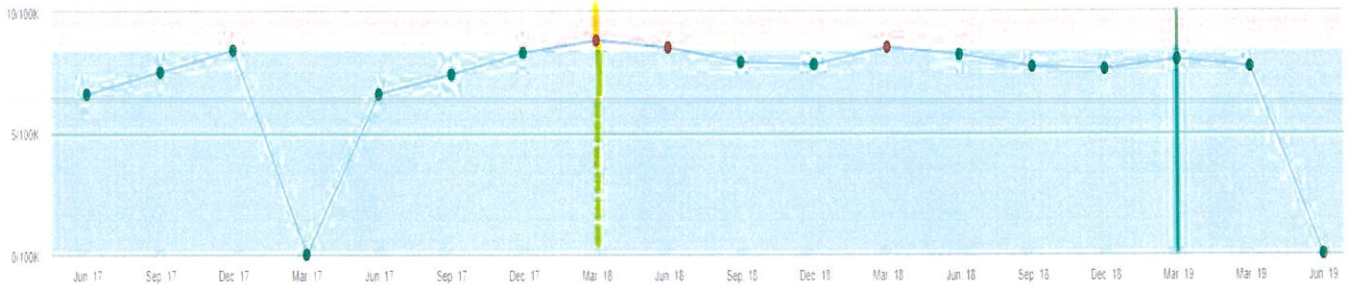
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Age Group	Foster care days	Instances of substantiated maltreatment	Maltreatment Reports
	n	n	per 100,000 days
Under 1	.	.	.
'1-2	.	.	.
'3-5	.	.	.
'6-10	.	.	.
'11-15	7,322	1	13.66
16-17	4,803	.	.
Total	12,125	1	8.25

Data Source: CWS/CMS 2019 Quarter 1 Extract

***As reported by Safe Measures:**

Timeframe: March 2019



P1 – Permanency in 12 Months

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	National or Compliance Standard
04/01/2016	03/31/2017	6	27	22.2%	≥ 40.5%

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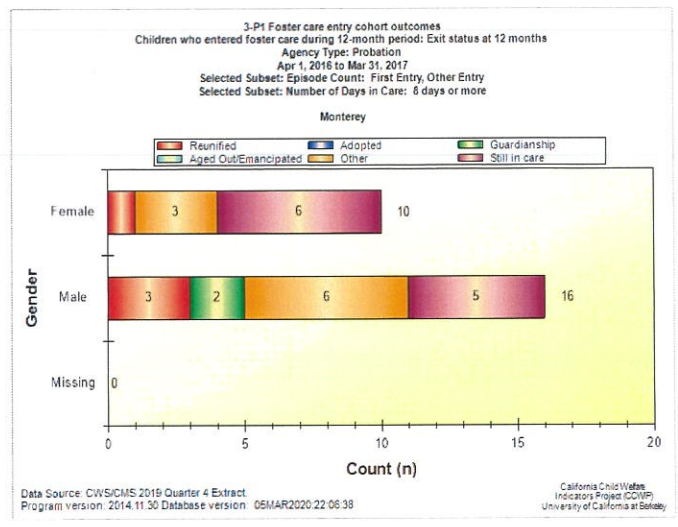
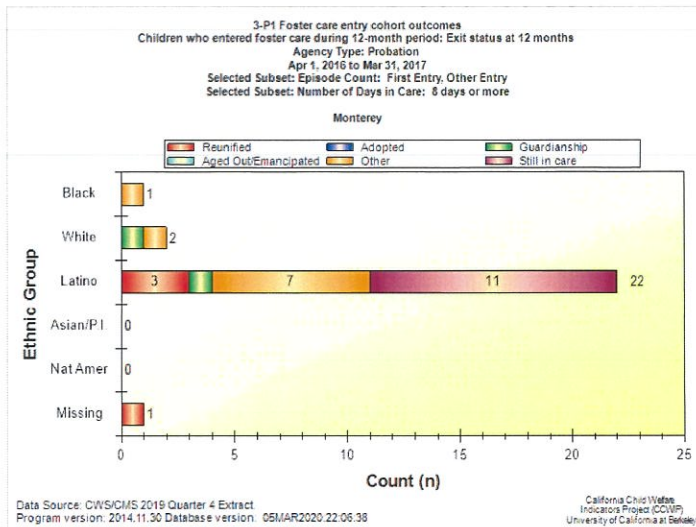
Monterey

COUNT	Age Group						Total	
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr		16-17 yr
	n	n	n	n	n	n		n
Reunified	2	2	4
Adopted
Guardianship	2	2
Emancipated
Other	5	4	9
Still in care	7	5	12
Total	14	13	27

Data Source: CWS/CMS 2018 Quarter 1 Extract

DRAFT Program version: 2014.11.30 Database version: 24MAY2018.02.15.34

P1 – By Ethnicity and Gender:



Analysis:

Based on Q1 2018 data Monterey County Probation did not meet the national standard of > 40.5%.

There were 12 youth still in congregate care placements. This continues to be partly attributed to youth having multiple placements due to absconding, being discharged for negative behavior, or for new probation or law violations. Another reason is that youth with sustained sex offenses require longer treatment in care; during Q1 2018, two youth were sex offenders. Therefore, the time frame for said youth is extending past the 12-month period to adequately participate in and successfully complete the treatment program and delay the families’ ability to reunify within the 12-month timeframe. Another contributing factor was that Monterey County Probation utilized a general placement order for the purposes of wraparound services (where the youth is placed at home with family). In reviewing the data, there were several cases whose “removal date” was from the time they began participating in wraparound services under the general placement order and then later were ordered into out of home care. Since the “removal date” remained the same, the data ostensibly reflects a longer period of removal in congregate care. As of December 2019, Monterey County Probation no longer utilizes a general placement order for Wraparound.

A review of our data for the last five years reflects that Hispanic families continue to be the primary population served through our agency. The Q1 2018 data reflects 22 youth were Latino/Hispanic, 2 White and 1 Black. In looking at gender, 10 were females and 16 were males.

Based on Q1 2019 data Probation is still not in compliance with this measure as the performance number decreased from 22.2% to 19.2%, which is why it will be targeted in the upcoming SIP.

P2 – Permanency in 12-23 Months

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	National or Compliance Standard
04/01/2017	03/31/2018	4	11	36.4 %	≥ 43.6%

Monterey

	Age Group						Total n
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	n	n	n	n	n	n	
Exited to reunification	-	-	-	-	1	1	2
Exited to adoption	-	-	-	-	-	-	-
Exited to guardianship	-	-	-	-	1	1	2
Exited to non-permanency	-	-	-	-	1	3	4
Still in care	-	-	-	-	3	-	3
Total	-	-	-	-	6	5	11

Data Source: CWS/CMS 2018 Quarter 1 Extract.

Analysis:

Based on the Q1 2018 data Monterey County Probation is slightly below National Standard of >43.6% for this measure.

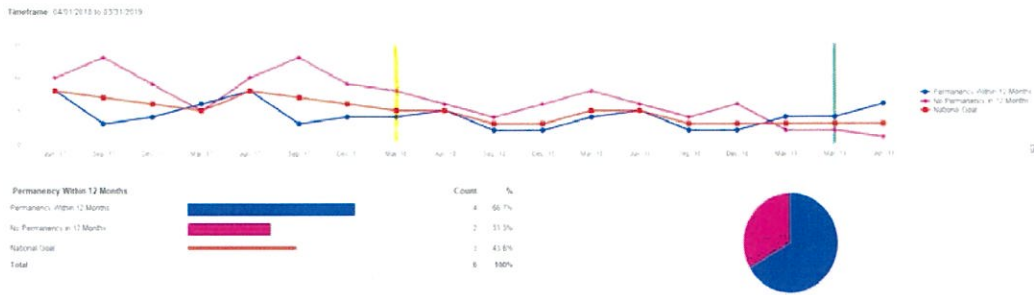
There were four of eleven youth who exited to permanency. Youth did not exit to permanency due to absconding, negative behavior or continued services with dependency.

Based on Q1 2019 data Probation is in compliance with this measure as the Most Recent Performance number increased from 36.4% to 66.7%.

	Age Group						Total n
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	n	n	n	n	n	n	
Exited to reunification	-	-	-	-	3	1	4
Exited to adoption	-	-	-	-	-	-	-
Exited to guardianship	-	-	-	-	-	-	-
Exited to non-permanency	-	-	-	-	1	1	2
Still in care	-	-	-	-	-	-	-
Total	-	-	-	-	4	2	6

Data Source: CWS/CMS 2019 Quarter 1 Extract.

***As reported by Safe Measures:**



P3 – Permanency in 24 or more Months

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	National or Compliance Standard
04/01/2017	03/31/2018	0	2	0%	≥ 30.3%

Monterey

	Age Group						Total
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	n	n	n	n	n	n	n
Exited to reunification	-	-	-	-	-	-	-
Exited to adoption	-	-	-	-	-	-	-
Exited to guardianship	-	-	-	-	-	-	-
Exited to non-permanency	-	-	-	-	-	1	1
Still in care	-	-	-	-	1	-	1
Total	-	-	-	-	1	1	2

Data Source: CWS/CMS 2018 Quarter 1 Extract.

Analysis:

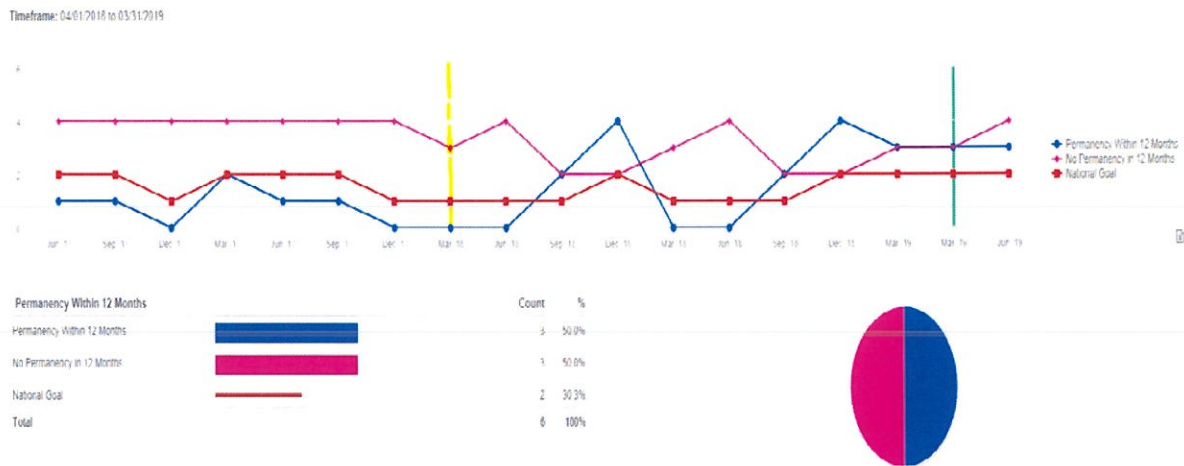
Of the two youth affecting this measure, one was reunified at home with his mother on wraparound; however, due to Monterey County Probation utilizing a general placement order for wraparound, the data reflects this youth is still in care. Another youth exited to permanency (reunified with parent); however, not within the guidelines as he was in foster care treatment for a sustained sex offense.

Based on Q1 2019 data Probation is in compliance with this measure as the Most Recent Performance number increased from 0% to 50%.

	Age Group						Total
	Under 1	'1-2	'3-5	'6-10	'11-15	16-17	
	n	n	n	n	n	n	n
Exited to reunification	-	-	-	-	2	1	3
Exited to adoption	-	-	-	-	-	-	-
Exited to guardianship	-	-	-	-	-	-	-
Exited to non-permanency	-	-	-	-	-	1	1
Still in care	-	-	-	-	1	1	2
Total	-	-	-	-	3	3	6

Data Source: CWS/CMS 2019 Quarter 1 Extract.

***As Reported by Safe Measures:**



Juvenile Probation SIP Focus Areas:

1) **P1- Permanency in 12 months (Entering Foster Care):** This measure asks: Of all children who enter foster care in a 12-month period, what percent were discharged to permanency within 12 months of their entry into Foster Care?

Probation chose this outcome measure as a focus area because the national standard of >40.5% was not being met. According to the Q1 2018 data report, 27 children entered foster care from April 2016 to March 31, 2017; of those 27 children, only 6 of them reunified with a parent within 12 months (22.2 % CSA Baseline Performance). Based on Q1 2019 data the baseline performance decreased further from 22.2% to 19.2%. Probation recognized that achieving permanency in 12 months continues to be a challenge, particularly due to:

- Youth having multiple placements due to absconding.
- Youth being discharged for negative behavior or for new probation or law violations.
- Youth with sustained sex offenses or have heavy gang involvement that require longer treatment in care.
- Probation previously utilized a general placement order for the purposes of wraparound services (where the youth is placed at home with family). In reviewing the data, there were several cases whose “removal date” was from the time they were placed under the general placement order and then later were ordered into out of home care. Since the “removal date” remained the same, the data ostensibly reflects a longer period of removal in congregate care. As of December 2019, Monterey County Probation no longer utilizes a general placement order for Wraparound.

In an effort to improve outcome measure P1, Probation elected the following strategy as a focus area:

Strategy 1: Strengthen the process for youth, who are at imminent risk of removal, to evaluate/identify Family Finding, Placement supports and services in order to promote timely permanency. Probation recognizes that there is a need to continue to improve coordination and timely access to services, increase resources for families, and intensify family finding efforts, to support successful reunifications and promote timely permanency. To achieve this goal, Probation has implemented the following action steps:

- **Revise current policy and procedures to identify needs of imminent risk youth and their families to ensure the timeliness of Family Finding services and identify appropriate placement supports/services.** There is a need to improve practices to promptly identify needs of imminent-risk youth and their families, to ensure youth are being placed at appropriate STRTP facilities, and identify and address family needs and supports promptly, as service receipt can affect reunification. To address this, Probation Officers will be trained on how to utilize current assessment tools to identify strengths and needs during the case planning process which can then be relayed to appropriate staff and the Interagency Placement Committee (IPC) in the event out of home placement is considered. This will avoid the need to conduct multiple assessments, which can delay treatment services.

Probation Officers will also be trained on procedures to strengthen Family Finding efforts, not solely for the purpose of identifying placement options, but to fortify and support the youth's family connections and natural supports, to improve outcomes.
- **Incorporate Family Finding and Child Adolescent Needs and Strengths (CANS) assessments at CFTs.** Probation, Behavioral Health, and Child Welfare, are presently working collaboratively with Seneca Family of Agencies, who is contracted to conduct CFT meetings and Family Findings, in order to strengthen processes. The CANS assessment tool is now being used as part of the CFT process to better support decision making and service planning. Although Child Welfare and Behavioral Health are responsible for the completion of CANS, Probation will be able to access the information to determine a youth's needs and strengths to better assist with the recovery plan. Additionally, Probation elected to implement preventative pre-placement CFT meetings, also facilitated by Seneca, and will work on procedures to ensure officers initiate the pre-CFT's process after a youth is determined to be at imminent risk of removal into foster care, to promptly identify needs and initiate Family Findings efforts.
- **Train Probation Officers on how to utilize Thompson Reuters' CLEAR system to locate family members, along with CARES-Snapshot.** To intensify Family Finding efforts, Probation has initiated a contract with Thompson Reuters for the CLEAR system to locate individuals who can support youth. The State's CARES-Snapshot system can also be used for this purpose. Probation Officers will be trained on how to utilize both systems to strengthen Family Finding efforts, consistent with the goals of the Continuum of Care of Reform (CCR). Probation will establish procedures to ensure all officers utilize a consistent system for Family Finding efforts, including discovery, engagement, planning, decision making, and follow up on supports. Probation will monitor when Family Findings are conducted to ensure they are done within 30 days of the youth ordered into placement or after a youth is identified as imminent risk.
- **Initiate Family Finding Efforts prior to placement and ongoing throughout the case at every status review hearing.** As referenced above, Probation Officers will be required to initiate the pre-CFT process, including Family Findings, after a youth is determined to be at imminent risk of

removal into foster care. Family Findings efforts will be ongoing and addressed at every status review hearing, to support permanent family connections and identify natural supports that family can rely on, or to identify appropriate placement options if out-home placement is being considered, including “home-based” care settings. It is important to identify relatives, or non-relative extended family members, to engage them in case planning, and to establish a permanent relationship, build meaningful connections with the minor, and to possibly avoid out-of-home placement or promote timely permanency.

- **Identify the Strengths and Needs of the family prior to placement and at every status review hearing.** After a youth is determined to be imminent risk of removal into foster care, Probation Officers will be required to promptly identify strengths and needs of youth and their families during the case planning process, to ensure they are provided with referrals to services needed to preserve their families, or to ensure youth are being placed at appropriate STRTP facilities; if “Reasonable Efforts” failed and out-of-home placement is ordered. The strengths and needs of the family will be addressed at every status review hearing to continue to assess their progress, prioritize and identify barriers, and develop resources to assist with reunification.
- **Develop methods to monitor and track services (I.e. family therapy, Behavioral Health programs, Substance Abuse programs, etc.).** There is a need to monitor when targeted services are initiated at STRTPs, to coordinate and provide timeliness access to services, and identify any participation barriers for the family. Upon review of current probation foster care cases it was noted that treatment services are not always initiated early in the placement process, which can affect permanency; the goal is to ensure that treatment is provided beginning on the first day of placement. Additionally, Probation will explore establishing a multidisciplinary team to increase and enhance existing preventative programs to monitor and track imminent risk youth performance, to help them achieve the pre-placement case plan goals. Currently, some programs have a waiting list and the team will work with providers to develop a method for identifying imminent risk youth, to ensure they are given higher priority for timely access to services.
- **Train Probation Officers on how to utilize a new tracking system to monitor progress of STRTP programs and services.** Probation Officers will be trained on how to utilize a new tracking system to monitor progress of STRTP programs and services. It is important to accurately assess if families have improved functioning after service receipt, to achieve the case plan goals.
- **Coordinate efforts with service providers to increase resources for families.** Increasing resources for families to enable them to travel to out of home placements for family visits was a recommendation from the CSA Peer Review, as increasing visitation will strengthen family reunification and permanency planning efforts; visiting enhances the well-being of youth in care and may positively affect parents’ feelings about placement. The Supportive Therapeutic Options Program (STOP) previously provided transportation services for parents, however, this specific service is no longer available. Probation will work with placement providers to increase resources for families, including providing transportation for family visits.
- **Evaluate the effectiveness of the Strategy and identify the Strengths and Barriers of the Strategy and services given to youth and families.** Probation will develop a system to evaluate the Strategy’s action steps listed above on an annual basis with staff.

The Probation Division Manager, Probation Services Manager, Management Analyst, and Deputy Probation Officer III

will monitor the progress of the proposed strategies based on the projected implementation date listed on the 5-year SIP Chart, in an effort to achieve the national standard for measure P1 – Permanency in 12 months.

2) Systematic Factor: Pre-Placement Prevention and Intervention Services

The Federal Title IV-E program allows agencies to claim administrative costs for eligible youth who are at imminent risk of removal from the home when the agency is either pursuing removal from the home or providing “Reasonable efforts” to prevent the removal in accordance with section 471(a)(15) of the Social Security Act. Additionally, Section 472(i)(2) of the Act requires agencies to redetermine that a candidate for foster care remains at imminent risk of removal at least every six months. “Reasonable efforts” refers to the activities of agencies that aim to provide the assistance and services needed to preserve and reunify families.

For the new SIP, Probation selected to focus on increasing the number of CFTs that are conducted for imminent risk youth and their families, to ensure that families are involved in care planning and decision-making processes, and that they are promptly provided access to targeted services to help them meet their needs, to prevent out-of-home placement. A strategy for reducing the number of youth in placement is to prevent their entry into care; this is possible by promptly identifying needs and strengths, initiating Family Findings/ Engagement efforts, and improving coordination of existing prevention services to support and stabilize families so that they can remain together.

In March 2018, Monterey County Probation implemented the CFT meeting structure agency wide. This has been done in partnership with Seneca Family of Agencies, who is contracted to conduct CFT meetings. Since STRTPs facilitate the CFT meetings, Probation elected to implement preventative pre-placement CFT meetings also facilitated by Seneca, to possibly reduce the number youth entering foster care. Probation continues to work with collaboratives to further enhance CFT meeting processes, including Family Findings and CANS tools. During FY 2018-19, Probation only conducted a total of 13 pre-placement CFTs for 10 youth; Probation desires to increase the number of CFTs by at least 20% each year.

During April 1, 2019 through March 31, 2020, a total of 36%, 5 of 14 new placement orders, came from youth supervised by Probation and identified as imminent risk of entering care. The targeted goal is to reduce the number of imminent risk youth entering foster care by strengthening preventative/ intervention services, including preventative CFTs.

All five imminent risk youth who entered foster care had a prior history of criminal/delinquent behavior, association with other criminals or gang members, substance abuse issues, in need of mental health counseling, and significant family conflict and inadequate parental supervision. Four had school issues (truant, behavior and poor grades.) Three had parent(s) involved in the criminal justice system and were physically and emotionally abused. Although, all youth were provided with services aimed to address their needs prior to being placed, there was still a need to strengthen existing services and timeliness of services delivered, specifically for: substance abuse treatment, strengthening families, AB 3015 behavioral health and mental health services, and gang prevention and intervention. It is believed that by identifying and providing stronger, more targeted services to those youth at risk of entering foster care, better outcomes will be achieved at reducing their entry into the foster care system. It is important that imminent risk youth are identified so they can be given priority access to treatment and services.

To achieve this goal, Probation has implemented the following action steps:

- **Review current procedures for tracking and monitoring pre-placement CFTs and modify as needed.** Probation will establish procedures for consistency with pre-placement CFTs, specifically to ensure that Probation Officers initiate the pre-CFT after a youth is determined to be at imminent risk and ongoing throughout the case, to promptly identify needs and barriers to success. Presently, Seneca Family of Agencies provides the preventative CFT data, which is entered into the Probation Case Management

System, and tracked on an Excel spreadsheet by a Probation Aide. Additionally, some Probation Officers conduct preventative CFTs and enter their data directly into the Probation system. Upon review of data, it was determined that some officers failed to enter the CFT data in the system. Probation will assess and develop procedures for tracking and monitoring CFTs to ensure all data is captured.

- **Train non-Placement Probation Officers staff about community-based resources to ensure culturally sensitive/appropriate CFT meetings to youth and their families.** Non-Placement Probation Officers will be educated about community-based resources to ensure culturally sensitive and appropriate treatment and services are provided to youth and their families. Conducting outreach to staff about community-based resources to better serve families was a recommendation from the CSA Peer Review. It should be noted that families who emigrated from indigenous regions in Mexico are challenged with lack of services available in their dialect, as most services and documents are available in Spanish.
- **Train Unit lead officers on CFT facilitation to serve as in-house facilitators in the event the contract provider is unavailable.** Unit lead officers will be trained on preventative CFT facilitation to serve as in-house facilitators in the event the contract provider is unavailable. Probation will work with Seneca Family of Agencies to schedule CFT facilitation training for lead officers so they can serve as in-house facilitators as needed. Probation will work with the Probation Training Manager to incorporate and schedule on-going CFT trainings for officers.
- **Facilitate preventative CFTs in all parts of the County and not just one centralized location.** Increasing services for families in South County and other outlying areas in the County was a recommendation from the CSA Peer Review. Probation will work with collaborative agencies to facilitate preventative CFTs in all parts of the County, as most CFTs are held in Salinas and some families lack reliable transportation. At the most recent CSA/SIP Stakeholder meeting it was recommended that CFT meetings be held at the Boys and Girls Club, the Public Library in South County, the Behavioral Health Clinic Office, and other locations available to the public.
- **Track the number of CFTs for youth who are at imminent risk for placement.** As referenced above, Probation will establish procedures for consistency with pre-placement CFTs, to ensure they are initiated after a youth is determined to be at-risk. Probation will develop procedures to track and monitor CFTs to ensure all data is captured.
- **Evaluate the Strategy to determine if strategy is effective in preventing out-of-home placement.** Probation will develop procedures to evaluate the strategy annually with staff to determine if it is effective in preventing out-of-home placement.

The Probation Division Manager, Probation Services Manager, Management Analyst, and Deputy Probation Officer III will monitor the progress of the proposed strategies based on the projected implementation timeline listed on the 5-year SIP Chart.

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Prioritization of Direct Service Needs

In consideration of the complexity of funding, OCAP funds, including CAPIT, CBCAP, and PSSF have been exclusively utilized to support programs and initiatives that have been informed by qualitative information. The primary focus for utilization of these funds includes:

Child Abuse Prevention and Mandated Reporter Education

Historically, CAPC has been the sole entity responsible for providing mandated reporter trainings. The landscape of how community based trainings are provided by CAPC is expected to evolve over the next five years, as the department has developed a full day mandated reporter training in conjunction with the American Public Human Services Association, which have recently begun to roll out to monthly trainings open to all mandated reporters county wide. This training provides a more in depth look at mandated reporter training, including the legal background and authority which governs Child Abuse and Neglect Reporting laws, as well as the process for making a report, and the investigation process that follows the report. While CAPC's role in provided Mandated Reporting is expected to change, how it will change is yet to be defined.

What is known, is that the Department will work in close collaboration with the CAPC Director to develop outreach materials for the community to inform on the prevention based work of the Pathways to Safety Program, as well as developing a marketing strategy for the County's newly implemented monthly Mandated Reporter Training. It is also anticipated that CAPC will continue to be the primary agency charged with providing trainings to community based organizations who do not employ mandated reporters, but still have an interest and need for staff to be trained on the impacts of child abuse and neglect, and preventative programs and services in the county. Outside of CAPC's role in mandated reporter and prevention services information outreach, other CAPC activities are not anticipated to change.

Pathways to Safety: Early Intervention/Different Response:

Pathways to Safety is Monterey County's differential response program, and it's primary tool for prevention and early intervention of at-risk families in Monterey County. For families who are referred to the Child Protection Hotline but do not meet the threshold for court mandated intervention of Child Protection Services, Pathways to Safety offers community level supports and services through a community based assessment and short term case management when families are screened out of the Child Welfare System. Participation in Pathways to Safety is Voluntary for families.

For families who are in crisis and children who are at-risk of abuse or neglect, community based supports and services and voluntary engagement often provides the stabilization the family needs to avoid further contact with the Child Welfare System. These supports and services may include, but are not limited to:

- Housing and Utility Resources,
- Counseling,
- Activity Programs for Children and Youth,
- Vehicle Repair,
- Food Assistance, and
- Life Skill and Parenting Education.

The County works closely with the contacted Pathways to Safety facilitator, an agency responsible for providing community level assessment and short term case management services, as well as program oversight, outreach, development, data reporting, and administrative services.

The County does not anticipate significant changes to the program itself in the coming SIP period, through provisions have been made within our SIP Strategies to focus on Program Outreach for Pathways to Safety to ensure outcomes to engagement with families continues to steadily rise. Additionally, outreach for the Pathways program will ensure that mandated reporters countywide are aware and educated as to the County's robust prevention and early intervention efforts. We believe this, in turn, will encourage reports to the child protection hotline as a method of supporting families at-risk and on the cusp of meeting the threshold for mandatory court involvement with Child Welfare.

AoD Supports and Services:

Focusing funds for this area addresses needs cited on CSA Page 21 – Child Maltreatment Indicators. Substance Abuse is a known early indicator of child maltreatment. For Monterey County in particular, Focus Groups and Stakeholder Engagement revealed that accessing AoD services can be a barrier for parents who do not meet the medical necessity threshold required for Medi-Cal to cover the cost of such services. Barriers to accessing AoD services, including transitional housing programs, can impede a families efforts to timely reunification, which has been identified as an area of focus for Child Welfare both in the Peer Review, and in the CSA and SIP as a whole.

Time Limited Child Care Supports:

Use of PSSF funds to support child care services for families in the process of reunification is vital to the increasing our outcomes to permanency in 12 months, which was a primary focus of our CSA. Lack of child care can be a major barrier to prompt reunification for parents who may be returning to work, or have need of child care while they participate in services required of them by the department. While the State's CCB Program acts to remove barriers to placement option, it does not meet the needs of families already system involved either voluntarily, or who are close to reunifying. Furthermore, the CSA identified that 26% of the open cases as of April 2019 were family maintenance (both court mandated and voluntary), and the majority of these families benefit from time limited child care services.

With the exception of utilization for Time Limited Child Care Supports, focus areas for OCAP funding expenditures have not significantly changed since the prior SIP period. As previously discussed, families most vulnerable to abuse and neglect include:

- Families with income below the poverty limit,
- Families with histories and struggles with substance abuse and mental health issues,
- Families lacking stable housing,
- Families who lack access to transportation and live in outlier areas in the community (i.e., South Monterey County), and
- Families who originate from Indigenous regions of Mexico and struggle with language barriers as a result of their language dialects.

In the past, our agency has had great success and promising outcomes for families using the funds in these ways, and thus we find no reason to significantly change how these funds are expended. Outcomes of the CSA also reflect that the populations identified to be most at-risk and vulnerable in Monterey County have also not significantly changed since the prior SIP period and, as a result, we remain status quo in our OCAP funding utilization.

Despite the limited use of Evidence Based Practices (EBP), Monterey County explores promising practices and current child welfare based frameworks as they relate to early child development, trauma, and parenting. Application of research that fits our County's demographic is often lacking and in need of ongoing research supports. This area of service will remain an ongoing discussion in the coming years.

As a part of this SIP process, our annual expenditure workbook and supporting documents have been submitted as attachments to this report. Future data development, mandated State and Federal initiatives, and department needs will

inform changes in this service array, as well as how these services intersect with supports and services provided by other means of funding.

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State and Federally Mandated Child Welfare/Probation Initiatives

Child Welfare State and Federally Mandated Initiatives:

Child Welfare Core Practice Model:

Child Welfare Core Practice Model provides a framework to support Child Welfare practice and allow Child Welfare professionals to be more effective and consistent in their roles. The goal is to create a model that guides practice, service delivery, and decision making, while building upon the work already being done to engage and serve families. Additional information with regard to the successes of Core Practice Model in Monterey County, can be found below in our current promising practices and successes.

Katie A:

The Katie A settlement agreement sought to accomplish systematic change for mental health services to children and youth within a specified class. These efforts involve promoting, adopting, and endorsing three new service array approaches for services currently covered through Medi-Cal. CDSS and DHCS have worked together with the courts and legal counsel to develop a plan to accomplish the terms of the settlement, which counties can then use to implement Katie A locally. Our agency continues to work collaboratively with Behavioral Health to identify youth who fall into the Katie A sub class, and to address the mental health needs as directed by the settlement.

Commercially Sexually Exploited Children (CSEC):

Monterey County implemented its CSEC program in 2015. To date, the County continues to work collaboratively with our Multi-Disciplinary Team (MDT) to continue to improve the process of identification and service to youth who are victims of, or are at-risk of becoming victims of sexual exploitation and trafficking. In the past two years, the local agency process, used by Social Worker Staff as a guide for when and how to initiate the CSEC protocol, has been fine-tuned and updated. Additionally, trainings are still being provided on a regular basis to Child Welfare, Juvenile Probation, and other Partner Agency Staff. These continued training efforts to create expertise on this issue countywide. Additionally, the Department partners with contracted CSEC service providers to host outreach events twice a year, and participates in outreach events hosted by the Coalition to End Human Trafficking in Monterey and Santa Cruz Counties, and the Monterey County Office of Education. We have also contracted with three local nonprofits to assist us in growing the program through continued education and training, targeted public outreach, marketing, and training of local first responders. We are also in the process of developing an updated tracking system, so that as our numbers of identified CSEC continue to grow, we are equipped with the tools necessary to track the work being done to serve this population.

Continuum of Care Reform (CCR):

The continuum of care reform (CCR) effort was launched by CDSS in partnership with the County Welfare Directors Association (CWDA). CCR was authorized by Senate Bill (SB) 1013 to develop recommended revisions to the State's current rate setting system, as well as services and programs serving children and families who fall within the continuum of Aid to Families with Dependent Children (AFDC) – Foster Care (FC) eligible placement settings. AB 403 is a comprehensive reform effort to ensure that youth in foster care have their day-to-day physical, mental, and emotional needs met, that they have the greatest opportunity to grow up in permanent and supportive homes, and that they have the opportunity to rise to self-sufficiency and a successful adulthood.

Resource Family Approval (RFA):

Resource Family Approval (RFA) is a new caregiver approval process, the completion of which renders potential caregivers (including non-related foster families, relatives, Near-Kin, and adoptive families) eligible to be considered for potential placement of a child, youth, or young adult. Monterey County was among those pilot/early implementer counties, and our agency implemented RFA on March 1, 2016. RFA combines elements of current licensing relative approval, and adoption,

and guardianship processes to create one fluid process for all families who wish to provide care to foster children.

Federal Case Review:

Since August 2015, counties have been charged with completing qualitative case reviews for Child Welfare Services. These reviews are modeled after the Federal Child and Family Services Reviews (CFSR), which are conducted by the Administration for Children and Families (ACF) Children's Bureau. These case reviews, coupled with the qualitative data already available, have become part of a larger effort toward continuous quality improvement. Roll out of Federal Case Review has proven to be a challenge, as a result of staffing turnover in the last two years. Both the Senior Analyst, and CQI Analyst, as well as one of the Federal Case Reviewers retired between December 2017 and November 2018. A new CQI Analyst was on-boarded in May 2018, a new Federal Case Reviewer was brought on in January 2019, and most recently, a new Senior Analyst came aboard in February 2019. With a full CQI team now in place, Federal Case Review will be prioritized as a part of the CQI SIP Strategy in the upcoming SIP Period.

Child Care Bridge:

At the end of 2017, counties were presented with the opportunity to opt in to the State's Child Care Bridge Program, which provides funding for child care services for families providing out-of-home care for foster children. The intention of which, is to remove barriers to in-home family placements. Monterey County opted in and implemented its Child Care Bridge Program in partnership with the Mexican American Opportunity Foundation (MAOF), the County's local R&R agency. Since its inception, the County has seen a steady growth of families served through the Child Care Bridge Program. In January of 2019, the County, in response to an identified unmet need, negotiated an amendment to the contract to add PSSF funds to the contract budget which will allow for MAOF to serve bio parents and voluntary cases, though these families are not covered through the Child Care Bridge funding.

Child and Family Teams:

In March 2018, Monterey County rolled out the phased implementation of the Child and Family Team meeting structure agency wide. This has been done in partnership with Seneca Family of Agencies, who is contracted to provide supports to our agency in conducting CFT Meetings. These supports include coordination of meetings dates/times/location, meeting facilitation, and oversight of specialty funds to support families with immediate needs and barriers to success. As of January 2019, the County has fully implemented Child and Family Team Meetings in every service component. The County is currently in the process of transitioning its front-end team meeting to the Child and Family Team Meeting structure as well, and is slated to fully implement by the close of 2019. On average, Child Welfare conducts approximately 30 CFTs per month, which equates to about 360 per year, or 1 every day of the year. In general the majority of these CFTs are facilitated through the Agency's partnership with Seneca Family of Agencies.

Child and Adolescent Needs and Strengths (CANS) Assessments:

In 2018, the Agency began the early planning phases of integrating the CANS Assessment into the CFT Process. In the summer of 2018, Child Welfare Staff were trained on the principals of CANS and the CANS Tool itself. In early 2019 the Agency assembled a multidisciplinary CANS Leadership Team to address the need for written process and protocols for CANS integration, as well as to work collaboratively with the CFT Workgroup to ensure CANS integration is consistent with and informed by current CFT Policy and Practice. The CANS Leadership Team is also charged with assessing the need for additional training for Child Welfare and Behavioral Health staff, as well as contracted partners who facilitate CFT Meetings. Presently, the CANS Leadership Team is in the process of reviewing the initial stages of CANS practice into CFTs, and the development of written protocols.

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Child Welfare Promising Practices and Other Successes

For most every challenge we face in Child Welfare, there are almost an equal number of successes. Our local promising practices and initiatives are integral to the furtherance of our identified SIP Strategies and Focus Areas, and serve as the backbone to our agency's supports and services array. Below is a non-exhaustive list of rollouts from the past two years:

- All Staff meetings on a quarterly basis
- Full upgrade of technology devices needed for daily work tasks for all staff
- Full roll out of mobility devices for field based staff
- Core Practice Model integration into daily work, communications, and partnership collaborations
- Core Practice Model integration into monthly supervision conferences and annual evaluations
- Incorporation of Core Practice Values language into court documentation
- Implementation of Level of Care (LOC)
- Updates to the Specialized Care Increase (SCI) process
- Child and Family Teams Meetings
- Integration of Presumptive Transfer into the CFT Process
- Implementation of Interim Funding for Resource Families pending the RFA Process
- Child Care Bridge Program
- Child Care Bridging Services for Bio Parents and Voluntary families
- Pathways to Safety
- Early stages of integration of CANS assessments into the CFT Process
- Increased access to community based supports and services via the Provider Network (described below), previously exclusively accessible to Wraparound cases
- Integration of Family Finding and access to support funds through the CFT process

Below are selective highlights of the successes listed above:

- **The Roadmap to Child Wellbeing:** as a strategic response to a Corrective Action Plan integrated into the prior SIP - a collaborative effort was introduced by the Department of Social Services, to address child deaths that occurred in Monterey County in 2015. This initiative was deemed the Roadmap to Child Wellbeing. The goal of this response was to engage other child serving agencies, community based service providers, and consumers, in an effort to develop a holistic approach to the prevention of child abuse, neglect, and death. The Roadmap Executive Team aimed to identify delineated goals for County and Community wide changes and improvements that could be made to address these issues through a comprehensive, collaborative, community engaged/informed approach. The structure of this Roadmap endeavor included a team of facilitators housed within DSS, an Executive Advisory Team, and three Task Forces charged with research, asset mapping, and providing recommendations to the Executive Team as to promising initiatives and goals for the Roadmap. The task forces were broken into three groups to address:
 - Community Engagement
 - Cross Agency Collaboration and Services Delivery, and
 - Data and Information Sharing

Participation on both the Executive Advisory Team and the task forces consisted of:

- Department of Social Services staff and leadership
- National and Federal Human Services Organizations
- Law Enforcement
- Educational Community

- Former Foster Youth
- County Board of Supervisors representation
- Spiritual Community
- Community providers and advocates
- Public and Behavioral Health
- Community Based Organizations
- County Counsel, and
- County Information Technology

Based on the Outcomes made by the task forces after a lengthy asset mapping and research process, the Executive advisory team adopted several initiatives as follows:

- ***Creation of a “Community Navigator:”*** an entity who would serve as a community based trusted source of information, advocacy, services, and referrals for families at-risk, in need of assistance navigating the complex systems of government, or simply in need of resources. To date, much of the planning and outlining this initiative is complete. This planning includes a model design for what a Community Navigation entity would require. This included identifying associated costs, possible funding sources, potential needs to be served through this entity, and the identification of task force members whose agencies may potentially take the lead in seeing this plan through to fruition. The recommendation for this endeavor was that it really be a community led effort, with buy in and support for social services, but without being driven by the Department. Planning and progress continues to be made.
- ***Nurse Family Partnership:*** This initiative was discussed above, as a part of the “Other County Programs” Reporting for public health. The Nurse Family Partnership (NFP) was already in its beginning stages when the recommendation was made to adopt the initiative, and the program was launched at the beginning of 2019.
- ***Mandatory Reporter Training:*** while mandatory reporter training exists in Monterey County, in the past it was primarily being administered through CAPC. Through the Cross Agency Collaboration and Service Delivery task force, a recommendation was made that the County endeavor to create a more in depth and intensive, practice based training for new mandatory reporters. The training curriculum was developed through the County’s partnership with the American Public Human Services Association, as a 6 hour in depth training. The training covers both the Child Abuse and Neglect Reporting Act (CANRA) legal statute, and practice based information to help mandatory reporters understand when and how to make a report. Learning objectives include: understanding ones role and legal responsibilities and liabilities as a mandated reporter, the different types of abuse and neglect, indicators of abuse and neglect, as well as a thorough overview of the process for investigating referrals once they are made to the child protection hotline. This training was piloted to the Cross Agency Collaboration/Service Delivery Team in June of 2018, with train the trainer sessions held around the same time. Administration of the training is coordinated and conducted by the County Child Welfare Agency, with the support of the Executive Leadership of the Department. Trainings are held monthly and open to all agencies and community based organizations who staff mandated reporters. The first training was conducted at the end of February 2019, and was well received by attendees and partners alike.
- **Quarterly All Staff Meetings:** The Child Welfare Deputy Director hosts two sessions of All Staff Meetings on a quarterly basis to provide updates and information to staff on a wide variety of topics affecting staff. These topics include, but are not limited to: staffing, Continuum of Care Reform, status of current and emerging initiatives and projects at the state and local level, and current outcomes to state and federal outcome measures. The meetings also allow staff the opportunity to raise issues of concern to the Deputy Director, and acts as an open discussion forum between the staff and the Deputy Director. All Staff Meetings began approximately two years ago, in 2017, and have shown to be a great success. Staff are regularly in full attendance, and discussions are regularly robust, allowing

staff to voice their concerns and communicate directly with local Child Welfare Leadership. Following the CSA Peer Review in 10/2018, the designated C-CFSR Analyst began providing data outcomes to the Deputy Director to include in the All Staff. Sharing outcome data with staff is a method of increasing transparency of data in general, and an aid to staff in understanding the direct link between the data used to measure county performance, and their day-to-day tasks and caseload management.

- Provider Network (Community Based Support and Services) Access:** In July 2018, the Department began extending access to the Provider Network, which was previously a resource only to wrap families, to CFTs. The Provider Network is a system of community based individualized supports and resources, coordinated through a centralized contractor. The contractor receives a referral for a need (i.e., mentorship), and outreaches to a network of private contractors in the community who may be able to meet this need, referred to as a “provider.” Once the provider is identified, they are linked with the family, and services are provided over a limited period of time. As mentioned, this resource was historically limited to families engaged in the Wraparound program. Recently, this resource has been extended to families whose CFT has determined they have a need, which could be met by the Provider Network. Common needs by the provider network include, but are not limited to: mentoring, transportation, tutoring, sports and art lessons, art therapy, respite, etc. Providers are located throughout the County, including in outlier areas, and speak a multitude of languages in order to meet the needs of the referred family. Access to the Provider Network for CFT Referred Families is still in its beginning pilot phases, but we expect positive outcomes for families in the coming SIP Period.
- CANS Integration into CFTs:** The County is in the beginning stages of integrating CANS, both the tool, and behavioral principals, into the practice and principals of CFTs. After several months of beginning stage planning by a CANS Leadership Team comprised of Child Welfare, Children’s Behavioral Health, and CFT Facilitation Partners, the Agency has begun piloting integration of CANS into CFTs for Family Reunification Partnership (FRP) cases. FRP is an intensive family reunification service component that works closely with Behavioral Health to meet the complex needs of parents and children in the process of reunification, and was the natural place to start with CANS integration into CFTs. The CANS Leadership Team has also begun the process of creating timelines to assess how and when in the life of a case, CANS should be introduced, as well as making the distinction between the CANS Tool, and the CANS Behavioral Principals. The leadership team works closely with the CFT Workgroup to ensure that progress in CANS Implementation is informed by and consistent with CFT policies and practices. In the coming year, the CANS Leadership Team has plans to memorialize the implementation plan into a written procedure that staff can easily refer to and follow.
- LOC and SCI:** The County is in process of beginning implementation of LOC and updates to the SCI rates. To date, the greatest successes have been the development of LOC training for staff, which is currently on hold pending LOC roll out state wide, and updates to the internal forms and processes to include LOC assessments. An SCI plan has also been submitted to the state to align SCI rates with LOC, and is pending roll of out LOC.
- Core Practice Model:** integrating Core Practice Model values into our daily conversations, work tasks, and discussions is beginning to become second nature. Feedback from program managers and supervisors reflects that supervisory staff have begun to integrate CPM language into their monthly supervisions with their staff, and staff are beginning to integrate this language into court reports and documents. We have made great efforts to remove the mystery about what Core Practice Model is, by helping staff to connect the CPM Values into the great work already being done by staff across the board in engaging families, peers, and partners. In addition, CPM tools have been developed and given out to staff that will assist them in integrating CPM into their everyday work.

- **Resource Family Interim Funding:** The agency has worked closely with foster care community benefits eligibility staff to ensure that access to interim funding is streamlined for resource families. This includes streamlining the process of completing the ARC application to ensure the eligibility staff have the information they need to approve interim funding pending the completion of the RFA process.
- **Pathways to Safety:** Pathways to Safety is a Community Based Partnership effort to address early intervention and prevention for at-risk families in the community. Pathways celebrated its 10-year anniversary in 2017. In the upcoming SIP Period, we anticipate an evolution in how outreach for the Pathways Program is addressed. In the prior SIP Period, Pathways was integral to the stabilization of performance outcomes in the area of S1 – Maltreatment in Foster Care, and S2 – Recurrence of Maltreatment. With the prioritization of P4 – Re-Entry into Foster Care as an area of focus in the upcoming SIP Period, ensuring that the community is aware of our county's robust prevention and early intervention efforts will be key to maintaining high performance in this area.
- **Child and Family Teams:** The agency began a phased implementation of Child and Family Team Meetings in March 2018. This implementation includes the assembly of a workgroup of Child Welfare, Juvenile Probation, Behavioral Health, Community Partners, and Contracted Family Finding, Coordination, and Facilitation staff. Regular inclusive implementation meetings continue on a monthly basis. These meetings include identification of challenges and successes, problem solving, real time feedback, and agreed upon PDSAs to partner in order to reach best practice in this work.
- **Child Care Bridge:** The County rolled out the childcare bridge program in March 2018, making childcare services an available resource for caregivers for whom childcare can be a barrier to placement. Through the implementation of the childcare bridge program, we have identified a needs gap for the population we serve in Monterey county, in that bio parents who are completing court mandated family maintenance services, and families participating in voluntary programs are not eligible to these funds under the state's program outlines. We have identified a method by which to continue to offer these services to this population through use of underutilized PSSSF funds, for a more limited bridging period. Overall, the partnership with our local R&R has been strengthened as we continue to build sustainability for this program.

Juvenile Probation State and Federally Mandated Initiatives

Child Welfare Core Practice Model:

Child Welfare Core Practice Model provides a framework to support Child Welfare practice and allow Child Welfare professionals to be more effective in their roles. The goal is to create a model that guides practice, service delivery, and decision making, while building upon the work already being done to engage and serve families.

CSEC:

Monterey County rolled out its CSEC program in 2015, and continues to improve the process of identification and service to youth who are victims of, or are at-risk of becoming victims of sexual exploitation and trafficking. This past year has seen updates to the local process by which a social worker may initiate the CSEC protocol, as well as continued trainings efforts to create expertise on this issue within Probation staff and our partner agencies. We have also contracted with three local nonprofits to assist us in growing the program through continued education and training, targeted public outreach, marketing, and training of local first responders. We are also in the process of developing an updated tracking system, so that as our numbers of identified CSEC continue to grow, we are equipped with the tools necessary to track the work being done to serve this population.

CCR:

The continuum of care reform (CCR) effort was launched by CDSS in partnership with the Child Welfare Directors Association (CWDA). CCR was authorized by Senate Bill (SB) 1013 to develop recommended revisions to the state current rate setting system, as well as services and programs serving children and families who fall within the continuum of Aid to Families with Dependent Children (AFDC) – Foster Care (FC) eligible placement settings. AB 403 is a comprehensive reform effort to ensure that youth in foster care have their day-to-day physical, mental, and emotional needs met, that they have the greatest opportunity to grow up in permanent and supportive homes, and can rise to self-sufficiency and a successful adulthood.

RFA:

Resource Family Approval (RFA) is a new caregiver approval process, the completion of which renders potential caregivers (including non-related foster families, relatives, near-kin, and adoptive families) eligible to be considered for potential placement of a child, youth, or young adult. RFA combines elements of current licensing relative approval, and adoption, and guardianship processes to create one fluid process for all families who wish to provide care to foster children.

Federal Case Review:

Since 08/2015, counties have been charged with completing qualitative case reviews for Child Welfare Services. These reviews are modeled after the Federal Child and Family Services Reviews (CFSR), which are conducted by the Administration for Children and Families (ACF) Children’s Bureau. These case reviews, coupled with the qualitative data already available, have become part of a larger effort toward continuous quality improvement.

Child and Family Teams:

In March 2018, Monterey County implemented the Child and Family Team meeting structure agency wide. This has been done in partnership with Seneca Family of Agencies, who is contracted to provide supports to our agency in conducting CFT Meetings. These supports include coordination of meetings dates/times/location, meeting facilitation, and oversight of specialty funds to support families with immediate needs and barriers to success. On average, Probation conducts 148 CFT’s annually: 117 CFT’s in 2017, and 178 in 2018 for placement and pre-placement cases.

Juvenile Probation Promising Practices and Other Successes

- The approach in how Probation staff interacts with participants in not only supporting their transitional independent living case plan goals but also providing them with real life guidance and support.
- There has been a relatively low staff turnover rate in the Monterey County placement unit, which has led to a robust understanding of foster care processes as they interact with the juvenile justice system. Additionally, Probation has noted better outcomes for placement stability and health, safety and well-being outcomes when there is not a constant change in staffing levels within the placement unit.
- Since 2012, the Presiding Juvenile Superior Court Judges have consistently taken an interest in foster care as it pertains to Juvenile Justice and continues to arrange travel with the Placement Unit Probation Services Manager to visit numerous out of home placement programs utilized by Monterey County Probation. This has not only provided the Court with a better understanding of the placement process but also provides the Court with first-hand knowledge of the services provided by the various placement programs.

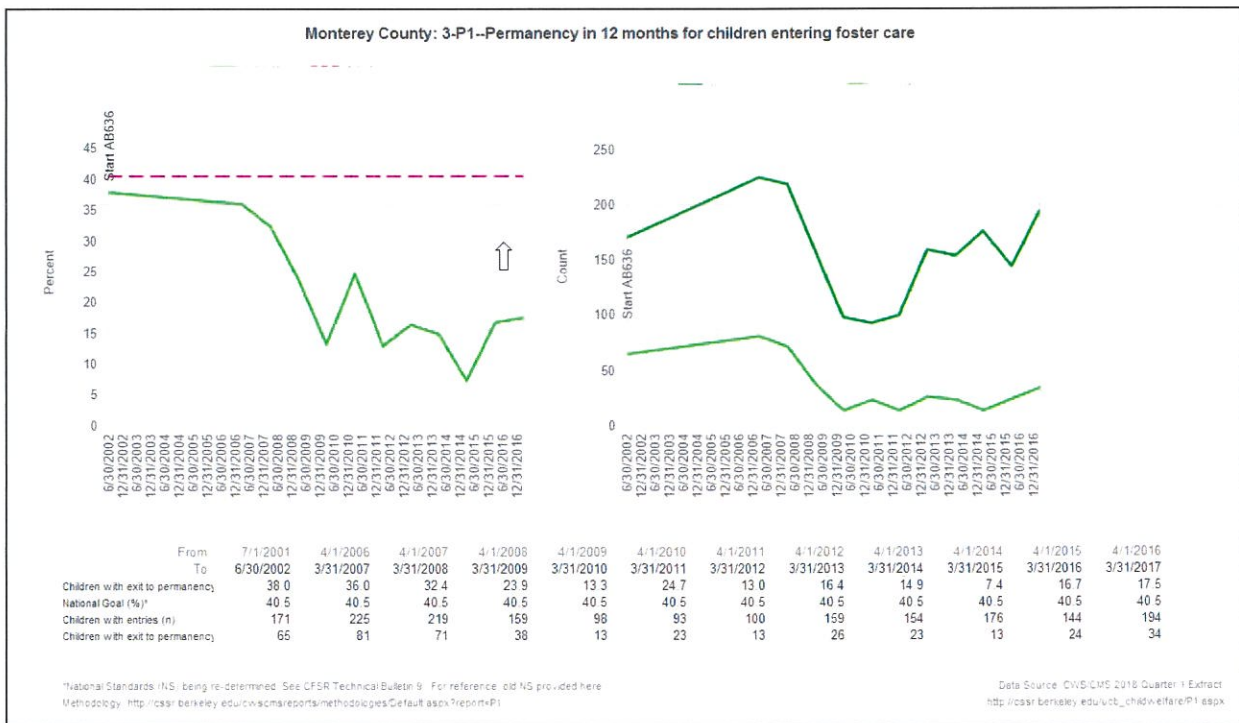
5 – YEAR SIP CHART – CHILD WELFARE

Priority Outcome Measure or Systemic Factor: 3-P1 Permanency in 12 Months (entering foster care).

National Standard: > 40.5%

CSA Baseline Performance: 17.4% According to the Q1 2018 Data Report, 195 children entered foster care between April 1, 2016 and March 31, 2017. Of those 195 Children, 34, or 17.4% achieved permanency either through reunification with a parent, adoption, or guardianship.

The chart below illustrates the County’s baseline performance in this measure, as well as performance over time. The chart on the left illustrates Monterey County’s performance in relation to the national standard. The chart on the right illustrates the total number of children who entered care during the baseline period (dark green) in relation to the number of children who exited to permanency within 12 month (light green).



- Target Improvement Goal:**
- Year 1 (April 1, 2017 – March 31, 2018): > 24.4%
 - Year 2 (April 1, 2018 – March 31, 2019): > 30.4%
 - Year 3 (April 1, 2019 – March 31, 2020): > 33.4%
 - Year 4 (April 1, 2020 – March 31, 2021): > 35.4%
 - Year 5 (April 1, 2021 – March 31, 2022): > 36.4%

If the entry population remains status quo at roughly **195 each year over the next 5 years**, Monterey County will have to establish permanency for the following approximate number of children in the corresponding SIP Year in order to meet the Target Improvement Goal:

- 48 in Year 1,
- 59 in Year 2,
- 65 in Year 3,
- 69 in Year 4, and
- 71 in Year 5.

Priority Outcome Measure or Systemic Factor: Staff Training**National Standard:** N/A

CSA Baseline Performance: Presently the County does not have a standardized staff onboarding or training induction program. New staff are trained on the job by their respective supervisors, and attend required CORE Training sessions as scheduled and assigned by the Training Supervisor, who also tracks attendance to ensure that required CORE Trainings are completed within the first two years of employment, as required. The lack of standardized training and onboarding was identified during the County's CSA process by social workers as the primary challenge new social workers face, and a contributing factor in staff turnover.

Target Improvement Goal:

- Year 1 (July 1, 2019 – June 30, 2020): Completed Recruitment of Training Staff
- Year 2 (July 1, 2020 – June 30, 2021): Induction Rollout for New Staff
- Year 3 (July 1, 2021 – June 30, 2022): Handbook completion to Standardize Training for all Staff
- Year 4 (July 1, 2022 – June 30, 2023): CQI/QA Outcomes to Inform Ongoing Training Needs
- Year 5 (July 1, 2023 – June 30, 2024): Beginning of Ongoing Fidelity Assessment

In order to meet each year's goal, the County will complete a series of action steps, some of which are already underway, to ensure the sustainability of this onboarding induction and ongoing training program. Year one will include updating the job description of the Staff Trainer (a currently vacant position), to include development and oversight of the onboarding induction, and the recruitment of high level social workers interested in acting as mentors/unit leads for their unit to provide ongoing support for new staff. Year two will focus on the completion of the induction curriculum, including a determination of how long the training induction will be, and the roll out of the induction for newly hired staff prior to them being assigned to a unit and receiving a caseload. In order to ensure sustainability of newly developed training standards and expectations, the third year will focus on the development for handbooks which include policies and procedures for all service components, and the roll out of these handbooks to all staff. Year four will focus on integrating the new CQI process with the new onboarding and training process. In order to do this, the agency will utilize CQI and QA outcomes and identified error trends to inform ongoing training and mentorship needs for staff. Year five will focus on the fidelity assessment of the onboarding process to include continuous review of the process as well as exit interviews for staff leaving the agency so that the process and curriculum can be updated and refreshed as needed.

Priority Outcome Measure or Systemic Factor: Quality Assurance**National Standard:** N/A

CSA Baseline Performance: Presently the County does not have standardized processes for Continuous Quality Improvement (CQI), or Quality Assurance (QA) of new programs and initiatives. The process of assessing the efficacy and fidelity of each program and initiative implemented is done program to program by its respective leadership team; and the lead manager responsible for the program determines the method of assessment.

Target Improvement Goal:

- Year 1 (September 1, 2019 – August 31, 2020): Completed CQI Infrastructure
- Year 2 (September 1, 2020 – August 31, 2021): Drafting and Finalization of Written CQI Protocol
- Year 3 (September 1, 2021 – August 31, 2022): CQI Rollout to Staff and Stakeholders
- Year 4 (September 1, 2022 – August 31, 2023): CQI Application to Case Review/Audit Process
- Year 5 (September 1, 2023 – August 31, 2024): Beginning of Ongoing Fidelity Assessment

In order to meet each year's goal, the agency will complete a series of action steps, some of which are already underway, to ensure the sustainability of this CQI Process. In order to do so, year one will include development of a CQI value statement, assembling of workgroups, and staff outreach on the value structure for CQI. This will set the stage for year two, in which the workgroups will participate in, and contribute to the drafting and finalization of a written CQI Protocol, which leads into implementation activities in year three, to include Staff Training, Stakeholder Engagement for integration of the CQI Protocol into existing programs, and initial rollout oversight. Year four will test the fidelity of the CQI Protocol on a new initiative, to develop an internal county Case Review/Audit Process, and continuing efficacy and fidelity assessment of CQI as a whole will begin in year five.

Priority Outcome Measure or Systemic Factor: Agency Collaboration**National Standard:** N/A

CSA Baseline Performance: Presently, the County has a collaborative relationship with the Housing Authority of Monterey County via the Family Unification Partnership (FUP) Program, to refer families receiving Family Reunification services for housing vouchers through this Program. The program lacks a depth of collaboration in the following areas: 1) the FUP Program is not currently offered to families receiving Voluntary Family Maintenance services, 2) There currently does not exist a mechanism for collecting and tracking data for the following points: service component received by referred families, number of referrals received by housing authority per month, number of approved and denied application, denial reasons and trends which present challenges to utilization of this resource; 3) Ongoing training on the referral process and the FUP Program for new staff. As a result, the collaborative relationship between our agencies lacks the consistency which is necessary to ensure this housing resource is utilized to the fullest.

Target Improvement Goal:

- Year 1** (September 1, 2019 – August 31, 2020): Implement Utilization for Voluntary Cases
- Year 2** (September 1, 2020 – August 31, 2021): Restructure Quarterly meetings
- Year 3** (September 1, 2021 – August 31, 2022): Data Collection and Training Needs for Staff
- Year 4** (September 1, 2022 – August 31, 2023): Use Data to Analyze Utilization and Impact
- Year 5** (September 1, 2023 – August 31, 2024): Beginning of Ongoing Fidelity Assessment

In order to meet each year's goal, the agency will complete a series of action steps, some of which are already underway, to ensure that the heightened levels of collaboration with Housing Authority leads to increased utilization of the FUP Program, and provides the tools necessary to continue to assess utilization and challenges of accessing housing resources for families. In the first year, the agency will focus on extending access to the FUP Program to families receiving Voluntary Family Maintenance services. In the second year, the focus will be on restructuring the quarterly meetings between Housing Authority and the County, and the start of the data collection process. The restructure will include a set agenda of items to be reviewed at each meeting and the collection of data at each meeting (i.e., number of referrals per month for the prior quarter, number of denied and approved referrals, referrals still pending additional information, and identified trends/recurring challenges for those referrals that were denied). The third year will focus on data collection and identifying and addressing training needs for staff to ensure the program utilization and that the referral process is being followed. The fourth year will focus on the utilization of collected data to analyze utilization and the impact of utilization (or lack thereof) on time to permanency. The fifth year will focus on Fidelity Assessments of the Program and the intersection of the collaboration with Housing Authority on the effectiveness of the program to ensure that updates to the collaboration, referral process, and program as a whole may be made as needed.

(Remainder of page left intentionally blank)

<p>Strategy 1: Partner with Housing Authority of Monterey county to maximize housing supports for families in Family Reunification and Family Maintenance Programs</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1 Permanency in 12 Months, Agency Collaboration <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	
<p>Action Steps</p>	<p>Implementation Date</p>	<p>Completion Date</p>	<p>Person Responsible</p>
<p>A. Agency will meet with the Housing Authority to refine referral process between the two agencies. CWS will create/refine the Policy & Procedure between the agencies regarding referrals to the Housing Authority.</p>	<p>April 2020</p>	<p>January 2021</p>	<p>FUP Analyst Child Welfare Management Team. FR/PP/VFM Supervisory Team</p>
<p>B. Train CWS and Housing Authority staff on the referral process.</p>	<p>April 2020</p>	<p>August 2020</p>	<p>Designated Analyst Child Welfare Supervisory Team Training Supervisor</p>
<p>C. Track the number of referrals made to Housing Authority, the number of Families placed in suitable and stable housing, and the length of time from referral to placement.</p>	<p>September 2020</p>	<p>January 2020</p>	<p>Designated Analyst Designated FUP Support Staff</p>
<p>D. Discuss with CWS staff and Housing Authority staff on a quarterly basis on the successes and barriers to the referral process.</p>	<p>September 2020</p>	<p>December 2020</p>	<p>Designated Analyst Child Welfare VFM, FR, FRP Supervisors Child Welfare Program Managers</p>

E. Evaluate the progress of the Housing referrals and its impact on P1 Permanency in 12 months.	January 2021	March 2021	Child Welfare Management Team Social Work and Supervisory Staff
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Strategy 2: Restructure Child & Family Team (CFT) Meetings and Family Finding Process to focus on developing natural supports for families at the Emergency Response phase of the case	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1 Permanency in 12 Months	
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project <input type="checkbox"/>
A. Review and Rewrite the Policies & Procedures for CFTs, Emergency CFTs, CANs Integration into CFTs, and Family Finding process for each phase of an open dependency case.	April 2020	January 2021 Designated Analyst Child Welfare Management Team. Child Welfare Supervisory Team
B. Create & Publish the Child and Family Teaming Handbook which includes these written policies & procedures.	April 2020	August 2020 Designated Analyst Child Welfare Management Team Child Welfare Supervisory Team
C. Train the Supervisory Team and Social Work Staff on updated and new Child and Family Teaming and Family Finding Policies indicated above.	September 2020	January 2020 Child Welfare Program Managers and Supervisors Training Supervisor
D. Implement ongoing coaching for CWS staff on new/restructured policy implementation for CFTs and Family Finding.	September 2020	December 2020 Identified Child Welfare Management Team Training Supervisor

<p>E. Develop data methodologies and data tracking tools for continuing assessment of CFT & Family Finding restructure and its impact to: rates of entry, P1, number of placement changes in the first 3 months, and relative/non related extended family member placements. Data will be tracked/updated on a quarterly basis.</p>	<p>November 2020</p>	<p>January 2021</p>	<p>Child Welfare Management Team Systems Support Team Designated Analyst(s)</p>
<p>F. Training for SW and SWS on data tracking tools and best practice for use of the tools and data.</p>	<p>November 2020</p>	<p>January 2021</p>	<p>Training Supervisor Child Welfare Management Team</p>
<p>G. Integrate findings & discussion from CFT & Family Finding data into agency collaborative meetings (i.e. Unit Meetings, Agency meetings, etc.)</p>	<p>January 2021</p>	<p>July 2021</p>	<p>Child Welfare Management Team Child Welfare Supervisory Team</p>
<p>H. Evaluate the quantitative and qualitative data findings gathered through the data tracking tools and the discussions with staff</p>	<p>January 2021</p>	<p>September 2021</p>	<p>Child Welfare Management Team Systems Support Team</p>
<p>I. Child Welfare Director reports out on a quarterly basis to staff the impacts of these policy/practice changes to CFTs and Family Finding.</p>	<p>March 2021</p>	<p>July 2021</p>	<p>Child Welfare Director Designated CFT Analyst Child Welfare Program Managers</p>

Strategy 3: Develop and Implement a Continuous Quality Improvement (CQI) Process.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF		<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project <input checked="" type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Quality Assurance (QA)	
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project <input checked="" type="checkbox"/> N/A		CAPIT/CBCAP/PSSF Dates CAPIT/CBCAP/PSSF Dates CAPIT/CBCAP/PSSF Dates	CAPIT/CBCAP/PSSF Dates CAPIT/CBCAP/PSSF Dates CAPIT/CBCAP/PSSF Dates
<p>A. Introduce data statistics related to State and Federal Outcomes to staff during quarterly all staff meeting. Familiarity with regularly tracked data outcomes and the basics of measure compliance will build a necessary foundation for staff to understand the principals and purpose of continuous quality improvement. In addition, understanding measure outcomes will help staff understand how their daily work tasks relate to county performance in State and Federal Measures.</p>	July 2020	July 2020	January 2021	Child Welfare Lead Data Analyst Child Welfare Deputy Director	
<p>B. Increase the number of Federal Case Reviews completed to 15 per quarter, with an aim at moving closer to achieving the state identified goal of 70 cases per year.</p>	July 2020	July 2020	August 2021	Child Welfare Federal Case Review Team	
<p>C. Integration of Core Practice Model (CPM) Language in service provider contracts to ensure that all providers who interact with Child Welfare involved families are utilizing CPM will engaging with families. This is necessary, as CPM sets the practice foundation for Child Welfare work, and will be the foundation of CQI as a whole. An of this would include using language in the scope of services that requires service providers to use enhanced engagement behaviors when working with families, including using a strength based approach, using trauma informed</p>	July 2020	July 2020	June 2020	Child Welfare Analyst Team	

<p>approaches to talking to children, youth, and families, supporting families' capacity to advocate for themselves, and accommodating meeting times to fit the needs of the child, youth, and family (i.e., utilizing times and locations that are convenient and comfortable for families).</p>			
<p>D. Assemble a CQI Leadership team to draft and finalize a CQI Written Protocol</p>	<p>January 2021</p>	<p>August 2021</p>	<p>Child Welfare Analyst Team Child Welfare Management Team Identified CQI Leadership Team</p>
<p>E. Implement CQI Protocol amongst all staff, including training and initial implementation oversight.</p>	<p>September 2021</p>	<p>September 2022</p>	<p>Child Welfare Analyst Team Child Welfare Program Managers CQI Workgroup Training Supervisor</p>
<p>F. Work with identified Stakeholders (i.e., agency partners, community partners, service providers, and contractors) to apply the newly developed CQI Protocol to existing programs and process as needed.</p>	<p>September 2021</p>	<p>September 2022</p>	<p>CQI Workgroup Identified Child Welfare Analysts/Program Managers Training Supervisor</p>
<p>G. Utilize CQI Protocol to develop and implement a local process for case review/audits. This will be an internal case review/audit process and not related to the Federal Case Review Process.</p>	<p>October 2021</p>	<p>December 2021</p>	<p>CQI Leadership Team Child Welfare Management Team Social Work, Supervisory, and Support Staff</p>
<p>H. Begin the ongoing process of fidelity assessment of the newly developed CQI protocol.</p>	<p>October 2021</p>	<p>December 2021</p>	<p>CQI Leadership Team Child Welfare Management Team</p>

<p>I. Begin Conducting staff and stakeholder focus groups and surveys as a method of receiving CQI Feedback.</p>	<p>January 2022</p>	<p>March 2022</p>	<p>CQI Leadership Team</p>
<p>J. Begin presenting feedback from focus groups and surveys at quarterly Supervisory/Management Team meeting</p>	<p>February 2022</p>	<p>July 2022</p>	<p>CQI Leadership Team Child Welfare Management Team Supervisory Team</p>

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Strategy 4: Create a department-wide plan to retain qualified staff and reduce staffing turnover, which includes: Onboarding, Opportunities for Mentorship, and Addressing Secondary Trauma amongst staff.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		Applicable Outcome Measure(s) and/or Systemic Factor(s): Staff Training
	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project <input type="checkbox"/> Statewide Allocation Project <input type="checkbox"/> Regional Allocation Project <input type="checkbox"/> Local Allocation Project	<input type="checkbox"/> Statewide Allocation Project <input type="checkbox"/> Regional Allocation Project <input type="checkbox"/> Local Allocation Project	
A. On a quarterly basis, discuss Staffing needs, vacancies/LOAs, retention challenges, and reasons for staff resigning or leaving a position (i.e., retirement, promotion, resignation, acceptance of job offers in other agencies/departments) at Management meetings.	November 2019		Child Welfare Management Team Supervisory Team
B. Develop strategies to provide professional growth opportunities for staff who aspire to promote, as well as an information mechanism for outreaching this information to staff. Professional growth may include opportunities to work on internal projects, training/conference attendance, mentoring, etc.	January 2020		Child Welfare Management Team
C. Recruit amongst high level SW staff interested in providing mentorship for new social workers. Training for Supervisory Team and Identified Mentors on new staff onboarding process and policies, and implementation plan.	June 2020	October 2020	Child Welfare Management Team
D. Work with Human Resources to create and implement an agency specific exit interview process for staff leaving in order to glean information as to reasons for staff exits.	July 2020	January 2021	Child Welfare Management Team

<p>E. Begin assessment of current onboarding process, and brainstorm a new standardized process of onboarding staff to include: learning tools, caseload management tools, utilization of training (both in person and online learning) and 1:1 coaching, and mentorship.</p>	<p>September 2020</p>	<p>December 2020</p>	<p>Child Welfare Director Human Resources Director</p>
<p>F. Develop new staff onboarding handbook for newly hired social workers and SW supervisors in order to standardize learning processes and expectations for new staff. Handbook should include: guidance tools for specific tasks in each service component area, expectations for new staff and information on what new staff can expect from leadership, a training matrix and expected time frames for completion on new SW trainings, and caseload management tools</p>	<p>September 2020</p>	<p>December 2020</p>	<p>Child Welfare Management Team Analyst Lead for SIP</p>
<p>G. Develop self-care practices and secondary trauma trainings/support for all staff.</p>	<p>December 2020</p>	<p>March 2021</p>	<p>Child Welfare Management Team Staff Trainer</p>
<p>H. Implementation of Staff Mentorship program.</p>	<p>December 2020</p>	<p>March 2021</p>	<p>Child Welfare Management Team Staff Trainer</p>
<p>I. Implementation of Exit Interview Process.</p>	<p>January 2021</p>	<p>March 2021</p>	<p>Child Welfare Management Team Staff Trainer</p>
<p>J. Implementation of new staff onboarding process</p>	<p>February 2021</p>	<p>March 2021</p>	<p>Child Welfare Management Team</p>

<p>K. Implement Secondary Trauma trainings for Staff.</p>	<p>April 2021</p>	<p>August 2021</p>	<p>Child Welfare Management Team Supervisory Team New Staff Mentoring Team</p>
<p>L. Develop and implement annual staff satisfaction surveys for Social Work, Supervisory, and Support Staff which include feedback on Staff Mentorship Program, Exits reasons, Onboarding process, and Secondary Trauma.</p>	<p>September 2021</p>	<p>December 2021</p>	<p>Child Welfare Management Team Supervisory Team New Staff Mentoring Team</p>
<p>M. Incorporated feedback from Annual Staff Satisfaction Surveys into Department CQI process C/PM Values.</p>	<p>January 2022</p>	<p>August 2022</p>	<p>Child Welfare Management Team CQI Leadership Team</p>
<p>N. Develop and Implement an ongoing fidelity assessment for the new staff onboarding process to ensure it is updated and refreshed as needed.</p>	<p>January 2023</p>	<p>March 2023</p>	<p>Child Welfare Management Team Identified Workgroup CQI Leadership Team</p>

5 – YEAR SIP CHART

Priority Outcome Measure: 3-P1 Permanency in 12 Months (entering foster care)

National Standard: >40.5%

CSA Baseline Performance: 22.2% (Q1 2018). According to the Q1 2018 Data Report, 27 children entered foster care from April 1, 2016 to March 31, 2017. Of those 27 children, 6 of them reunified with a parent within 12 months (22.2%).

The chart below illustrates the total number of youth discharged to permanency within 12 months of entering foster care during the baseline period.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	National or Compliance Standard
04/01/2016	03/31/2017	6	27	22.2%	≥ 40.5%

Monterey

COUNT	Age Group							Total
	<1 mo	1-11 mo	'1-2 yr	'3-5 yr	'6-10 yr	'11-15 yr	16-17 yr	
	n	n	n	n	n	n	n	
Reunified	2	2	4
Adopted
Guardianship	2	2
Emancipated
Other	5	4	9
Still in care	7	5	12
Total	14	13	27

Data Source: CWS/CMS 2018 Quarter 1 Extract.

DRAFT Program version: 2014.11.30 Database version: 24MAY2018:02:15:34

Target Improvement Goal (Increase the number of youth discharged to permanent homes within 12 months of entering foster care to meet the national standard of >40.5%):

- Year 3 (April 1, 2019 – March 31, 2020): > 22.2%
- Year 4 (April 1, 2020 – March 31, 2021): > 32.2%
- Year 5 (April 1, 2021 – March 31, 2022): > 42.2 %

Probation elected to maintain the baseline performance of 22.2% for Year 3, as the Q1 2019 (04/01/2017-03/31/18) data reflects a decrease in performance from 22.2% to 19.2%.

If the permanency 6-month entry population remains static at 27 children for the next 5 years, Monterey County Probation will have to roughly establish permanency for 6 children within 12 months to meet Year 3 Benchmark Goal of 22.2%.

By Year 4, Monterey County Probation will have to establish permanency for 9 children to reach Year 4 Benchmark Goal of 32.2%.

By Year 5, Monterey County Probation will have to establish permanency for 12 children to reach Year 5 Benchmark Goal of 42.2%.

Strategy 1: Strengthen the process for youth, who are at imminent risk of removal, to evaluate/identify Family Finding, Placement supports and services in order to promote timely permanency.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A		Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1 Permanency in 12 Months (entering foster care) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
	Completion Date	Responsible Party	
A. Revise current policy and procedures to identify needs of imminent-risk youth and their families to ensure the timeliness of Family Finding services and identify appropriate placement supports/services.	July 2020	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III	
B. Incorporate Family Finding and CANS assessments at CFTs.	July 2020	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers	
C. Train Probation Officers on how to utilize Thompson Reuters' CLEAR system to locate family members, along with CARES-Snapshot.	September 2020	Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers	

<p>D. Initiate Family Finding Efforts prior to placement and ongoing throughout the case at every status review hearing.</p>	<p>July 2020</p>	<p>December 2021</p>	<p>Placement Officers Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers</p>
<p>E. Identify the Strengths and Needs of the family prior to placement and at every status review hearing.</p>	<p>July 2020</p>	<p>December 2021</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers</p>
<p>F. Develop methods to monitor and track services (i.e. family therapy, Behavioral Health programs, Substance Abuse programs, etc.).</p>	<p>December 2020</p>	<p>March 2022</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III</p>
<p>G. Train Probation Officers on how to utilize a new tracking system to monitor progress of STRTP programs and services.</p>	<p>December 2021</p>	<p>March 2022</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers Office Assistant III</p>
<p>H. Coordinate efforts with service providers to increase resources for families.</p>	<p>July 2020</p>	<p>December 2021</p>	<p>Probation Services Manager Deputy Probation Officer III Management Analyst Placement Officers</p>

I. Evaluate the effectiveness of the Strategy and identify the Strengths and Barriers of the Strategy and services given to youth and families.	March 2021	March 2022	Probation Services Manager Deputy Probation Officer III Management Analyst
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5 – YEAR SIP CHART

Systemic Factor: Pre-Placement Prevention and Intervention Services

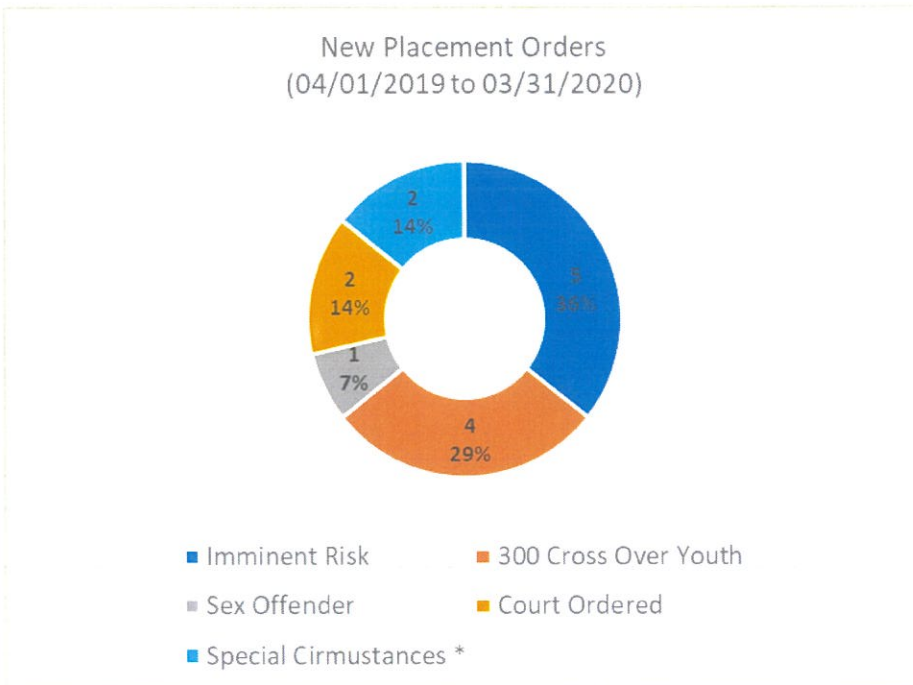
National Standard: N/A

CSA Baseline Performance: N/A

Probation selected to focus on enhancement and coordination of prevention services for youth determined to be at imminent risk and their families, to avoid out-of-home placement. A strategy for reducing the number of youth in placement is to prevent their entry into care; this is possible by promptly identifying needs and improving existing prevention services designed to strengthen, support, and stabilize families so that they can remain together.

During April 1, 2019 through March 31, 2020, a total of 36%, 5 of 14 new placement orders, came from youth supervised by Probation and identified as imminent risk of entering care.

The chart below illustrates the number of new placement orders and the types of orders.



Target Improvement Goal: Reduce the number of imminent risk youth entering foster care by strengthening preventative services for youth and their families.

Reduce the number of imminent risk youth entering foster care by 7% each fiscal year:

Year 1 (April 1, 2019 – March 31, 2020): Reduce by 36%

Year 2 (April 1, 2020 – March 31, 2021): Reduce by 29%

Year 3 (April 1, 2021 – March 31, 2022): Reduce by 21%

Year 4 (April 1, 2022 – March 31, 2023): Reduce by 14%

Year 5 (April 1, 2023 – March 31, 2024): Reduce by 7%

If the count for new placement orders remains the same (approximately 14 annually) for the next 5 years, Monterey County Probation will have to roughly reduce the number of imminent risk youth ordered into placement as listed in the corresponding SIP Year in order to meet the Target Improvement Goal:

- 5 in Year 1
- 4 in Year 2
- 3 in Year 3
- 2 in Year 4
- 1 in Year 5

* Special Circumstances: Non-imminent risk cases staffed with the Probation Services Manager and the Division Director to determine if the youth is appropriate for Placement, as recommended by the Probation Officer.

Strategy 2: Increase the number of CFTs for youth who are at imminent risk of placement.	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	3-P1 Permanency in 12 Months (entering foster care) <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
Action Steps	Implementation Date	Person Responsible
A. Review current procedures for tracking and monitoring pre-placement CFTs and modify as needed.	July 2020	Probation Services Manager Management Analyst Deputy Probation Officer III Probation Aide
B. Train non-Placement Probation Officers staff about community-based resources to ensure culturally sensitive/appropriate CFT meetings to youth and their families.	January 2021	Probation Services Manager Management Analyst Deputy Probation Officer III
C. Train Unit lead officers on CFT facilitation to serve as in-house facilitators in the event the contract provider is unavailable.	October 2020	Probation Services Manager Management Analyst Deputy Probation Officer III Training Manager
D. Facilitate preventative CFTs in all parts of the County and not just one centralized location.	July 2020	Probation Services Manager Management Analyst Deputy Probation Officer III

				Deputy Probation Officer II
E. Track the number of CFTs for youth who are at imminent risk for placement.	July 2020	March 2024		Probation Services Manager Management Analyst Probation Aide
F. Evaluate the Strategy to determine if strategy is effective in preventing out-of-home placement.	January 2022	March 2024		Probation Services Manager Management Analyst Deputy Probation Officer III

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED: _____ (2) DATES FOR THIS WORKBOOK 10/1/19 thru 9/30/25
(3) DATE APPROVED BY OCAP _____ Internal Use Only
(4) COUNTY: Monterey (5) PERIOD OF SIP: _____ (6) YEARS: 2019-2025

		(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):										PSSF: \$368,577		CBCAP: \$22,841		CAPIT: \$143,327			
No.	Program Name	Applies to CBCAP Programs Only		Name of Service Provider		Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP		CAPIT		CBCAP		PSSF				OTHER SOURCES		NAME OF OTHER	TOTAL
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I		
1	Parent Education (CAPC)		Multiple Trainers		\$143,327		\$0		\$0	\$0	\$18,000	\$0	\$18,000	PSSF is used for Administration	\$23,073	Kidsplate/Multi ple funders	\$184,400		
2	Community Based Education (CAPC)	Outreach	CAPC Director		\$0		\$22,841	X	\$0	\$0	\$0	\$0	\$0	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	\$66,190	CWS/CAPC	\$89,031		
3	Pathways to Safety		ACTION Council		\$0		\$0		\$83,222	\$83,222	\$130,000	\$0	\$130,000	Dollar amount to be spent on Adoption Promotion & Support	\$852,510	CWSOIP/CWS	\$1,018,954		
4	Parents as Teachers		Door to Hope		\$0		\$0		\$0	\$0	\$0	\$120,000	\$120,000	Dollar amount to be spent on Time-Limited Reunification	\$120,000	CWS	\$130,000		
5	Multi-Disciplinary Teams		CWS Staff		\$0		\$0		\$1,875	\$1,875	\$1,875	\$1,875	\$7,500	Dollar amount to be spent on Family Support	\$0		\$240,000		
6	PSSF Flex Funds		Multiple Vendors		\$0		\$0		\$1,875	\$1,875	\$1,875	\$1,875	\$7,500	Dollar amount to be spent on Family Preservation	\$0	Child Care Bridge/County	\$7,500		
7	Child Care Bridging for Voluntary and FR Families		Mexican American Opportunity Foundation		\$0		\$0		\$15,000	\$15,000	\$20,000	\$0	\$50,000	Dollar amount to be spent on PSSF	\$288,733		\$338,733		
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0	0	\$0		
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
Totals															\$1,350,506		\$2,008,618		
										20%	\$100,097	35%	\$169,875	25%	\$121,875	100%	\$491,944		

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

PSSF Flex Funds

SERVICE PROVIDER

None. PSSF Flex Funds are utilized internally by the Department, in accordance with PSSF Utilization Guidelines, and oversight is provided by our internal fiscal partners.

PROGRAM DESCRIPTION

PSSF Flex Funds are utilized to support various needs of families receiving emergency response, voluntary, family reunification, permanency placement, and adoptions supports. Guidance on utilization of these funds comes from the PSSF Guidelines issued by CDSS for the categories of Family Preservation, Family Support, Time Limited Reunification, and Adoption Support. Fund requests are submitted by social work staff to the PSSF Flex Funds oversight analyst who reviews the request and determines if the need falls within one of the allowable categories and services/activities, and if the family falls into one of the identified target populations. Utilization of funds aligns with an internal requirement that the need is not ongoing (i.e., a one-time need, or a need identified for a specified period of time – generally not exceeding 3 months). The oversight analyst also reviews the request with the identified fiscal manager to ensure fiscal manager supports request approval. Approved requests are paid in one of three ways:

- Family pays the cost of the need and submits a receipt for reimbursement,
- Oversight Analyst obtains approval to purchase the need item or pay for the expense directly with a procurement card, or
- For bills from medical providers, the fiscal department issues a payment directly to the provider.

PSSF Flex Funds are a vital resource for families being served by child welfare to meet one time or time limited expenses that were unanticipated by the family. Below is a non-exhaustive list of examples of needs regularly met through PSSF Flex Funds:

- Basic Needs, (most regularly: basic need clothing items and basic need household goods needed to safety reunify families)
- Move in costs associated with obtaining safe and stable housing,
- Transportation needs, including vehicle repair necessary to ensure clients can adhere to court mandated case plan requirements
- Non Recurring health and medical expenses not covered by Medi-Cal (examples of this include: lice clinic treatments, replacing lost or broken eyeglasses, one-time non-cosmetic dental work not covered by Medi-Cal)
- Temporary Child Care needs not able to be met by the Child Care Bridging Program
- Respite
- Travel costs associated with the adoption process
- Other ancillary expenses related to adoption services and the adoption court process.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	

PSSF Family Preservation	Flex Funds
PSSF Family Support	Flex Funds
PSSF Time-Limited Family Reunification	Flex Funds
PSSF Adoption Promotion and Support	Flex Funds
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

CSA Pages 10, 80, 104–107: Throughout the CSA Process, stakeholders, peers, and focus groups alike identified the need to provide supports to families as they come up to assist families in achieving permanency and stability. Housing, transportation, basic needs, and unanticipated medical costs not covered by medical are among the most common utilizations of the PSSF Flex Funds. Overwhelmingly, the outcomes of the CSA show us that increased utilization of these supports would assist families in stabilizing more quickly toward reunification, which would in turn improve our outcomes to achieving permanency.

TARGET POPULATION

Multi-Cultural and Multi Lingual families, parents, and caregivers of children involved in the Child Welfare System.

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County

TIMELINE

There is no contract timeline associated with utilization of PSSF Flex Funds. Since oversight is fully internal, flex funds are utilized on an as needed basis, with availability of funds reviewed during regularly oversight meetings between the fiscal and child welfare departments.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Improved Permanency Outcomes Families display ability to meet the children’s basic need and/or comply with case plan requirements as a result of flex fund utilization	P1 Situational – for case plan compliance, this is indicated by the SW being able to verify to the dependency court that families are complying with case plan requirements. For one time need requests, the child being able to have the specific need met (i.e., basic need clothing, medical needs not covered by medical), is the indicator of the desired outcome.	CWS/CMS Court Reports on case plan progress, or reporting from the SW that the child’s identified one-time need has been met.	Quarterly as reported by UCB Follow up with SW occurs within 2 months of approval to ensure family and/or child’s need has been met.

QA (QUALITY ASSURANCE MONITORING)

Method or Tool	Frequency	Utilization	Action
Fund Request	As needed from the Social Worker to the oversight CWS Analyst	SW utilizes a formal request form which requires approval by the supervisor and program manager prior to submission to the oversight analyst. Oversight analyst utilizes fund request to request approval of fund utilization from fiscal partners.	When information or justification needed for review and approval is missing or unclear, the oversight analyst works directly with the social worker to clarify information prior to submitting for fiscal approval. Likewise, fiscal works directly with oversight analyst if additional information is needed.
CWS Approval	Three tiered, on a flow basis by request. First required from a supervisor, then a program manager, then an oversight analyst	Three tiered approval is utilized to ensure fund utilization is fiscally responsible, and to verify that SW has explored other available resource options prior to making the request	CWS may deny the request at an internal level whenever the request does not align with utilization guidelines, when the need is recurring and cannot be sustained through PSSF fund utilization, or if the SW identifies another resource to meet the need.
Fiscal Approval	Approval from fiscal partners as needed after approved by CWS.	Fiscal approval is the final approval process needed to utilize funds	Fiscal may deny the request if it is determined that the need will be ongoing, or not an appropriate use of PSSF funds.
Request reconciliation	On a flow basis, and prior to processing by fiscal for reimbursements. Monthly for procurement card usage.	For reimbursements: SW submits receipts to oversight analyst to submit to fiscal partners for reimbursement approval. For procurement card: oversight analyst maintains records of p-card approval and utilization, and submits a monthly reconciliation report to fiscal.	For reimbursements: funds are not issued until receipts have been submitted. For procurement card utilization: fiscal department will notify oversight analyst if reconciliation information is missing.
Regular Fiscal/CWS Meetings	Monthly	Meeting time is utilized to discuss fund utilization and availability.	Fiscal partners work with CWS leadership team to identify and resolve concerns regarding fund request type, frequency, or missing information.

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

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

Child Care Bridging Services

SERVICE PROVIDER

Mexican American Opportunity Foundation (MAOF)

PROGRAM DESCRIPTION

PSSF Funds are utilized in part to support the provision of time limited childcare services for families with open voluntary cases and open court mandated family maintenance cases. Provision of time limited services mirrors the State's Child Care Bridge (CCB) Program, which provides funding for time limited childcare for children ages 0-12 who are placed in out of home care.

Use of PSSF Funds for Child Care Bridging services for this population, supports a maximum of four (4) families per month for a time limited period of 3 months per child. This local solution to serving a population who do not meet the eligibility criteria to be served by the State CCB Program, is weaved seamlessly into the service contract for the service provider who also oversees the State CCB program in Monterey County. Utilization of PSSF funds for this purpose meets the needs of our County's voluntary cases, about a quarter of cases in Monterey County. In addition, it supports families who are in the final maintenance stages of their Child Welfare case, by allowing the parents an opportunity to identify and secure long-term childcare options.

FUNDING SOURCES

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

IDENTIFY PRIORITY NEED OUTLINED IN CSA

As identified on page 117 of the CSA Report, use of PSSF funds to support child care services for families in the process of reunification is vital to the increasing our outcomes to permanency in 12 months, which was a primary focus of our CSA.

TARGET POPULATION

All children with an open Child Welfare case, not placed in out of home care (including voluntary cases and court mandated family maintenance cases).

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County

TIMELINE

SIP Cycle September 9, 2019 to September 9, 2024; subject to change with notice and approval from CDSS/OCAP. The contract term for MAOF spans 07/01/2018-06/30/2020. This contract is expected to continue, as this contractor is the only approved resource and referral (R&R) center in Monterey County.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Utilization of this bridging resources enables families receiving voluntary and reunification services to while the transition into sustainable stabilization and reunification, thereby ensuring they can maintain stability once Child Welfare is no longer involved.	Number of Families in this program who transition to long term subsidized child care once bridging services expire	Contractor monthly report to the County.	Reported and tracked monthly to the County by the Contractor.
	P1 Permanency Outcomes for families in this program receiving reunification services	UCB P1 Outcomes	Monitored Quarterly
	Disposition outcomes for families in this program with open voluntary cases (i.e., cases are closed because family achieved stability rather than cases graduating to court mandated child welfare involvement)	Safe Measures outcomes for Voluntary Cases	Not currently monitored on a set frequency, but to be monitored quarterly going forward.

Quality Assurance (QA) Monitoring:

Method or Tool	Frequency	Utilization	Action
Regular Meetings	Quarterly	Contractor and County utilize meetings to discuss program efficacy and challenges with identifying long term subsidized child care solutions for families on the program, as well as the referral process and time from referral to families receiving services	Contractor and County collaborate to identify any issues or concerns and resolve them. County includes fiscal partners as needed to resolve funding needs and concerns.
Invoicing	Monthly	Tracking funding utilization and sufficiency of funds to meet the needs of referral demand	Contractor, County, and Fiscal Partners collaborate to resolve any invoicing issues, including billing inconsistencies or inaccuracies. In general, this program funding has been found to be sufficient to meet the demand of referrals.
Scope of Services	Once per contract term	Negotiated by County and	County and Contractor work

Regular Reporting	Monthly	<p>Contractor to establish roles and responsibilities of each party.</p> <p>Utilized by County to track number of families receiving bridging services, and various indicators as described above for this population.</p>	<p>Together to identify and resolve any concerns about either party not meeting their roles or responsibilities.</p> <p>County works with Contractor whenever monthly reports are not submitted or are incomplete.</p>
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CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client feedback to Contractor	At the end of the voucher period (3 month maximum per family).	Utilized by County and Contractor to identify challenges and successes and update process as needed.	Used for program and process improvement, as well as to identify training needs for SW staff to ensure services are being accessed.

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

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

CAPC/Community Based Mandated Reporter Education, and Parent Education.

SERVICE PROVIDER

Ginger Pierce, Interim CAPC Director

PROGRAM DESCRIPTION

The CAPC Director is responsible for managing five community based bi-lingual bi-cultural trainers who provide community based, on-call parent education trainings, and mandated reporter trainings. These trainings cover a myriad of topics on issues of Child Abuse and Neglect. Trainings are provided at no cost to parent groups, faith based groups, schools, social services agencies, and nonprofit agencies. The aim of these trainings is to increase knowledge for these groups on the impact of Domestic Abuse, and Child Abuse and Neglect on families, with a central focus on prevention. Parent Education trainings differ from Mandated Reporter Trainings in that they follow a parent ed curriculum, whereas mandated reporter training information is geared specifically for persons who would be required to report instances of abuse or neglect.

Parent Education provided by CAPC will equate to approximately 750 parent education classes for fiscal 2020-2021. CAPIT funds this program. Over the course of a year, this number equates to about 62 classes per month, or about 15 classes per week. A class survey is conducted at the end of every 10th class, which equates to about 75 class surveys conducted per year, or about 6 class survey conducted per month. Historically the class surveys are participation data have been measured anecdotally, but the agency understands that anecdotal and verbal feedback are difficult to measure. With a change in CAPC Directorial leadership, we will be taking this opportunity to restructure evaluation methods into to allow for better program evaluation. The new Director will be making efforts moving forward to develop more structured methods of obtaining feedback (i.e., class sign in sheets to track participation levels, written feedback/evaluation forms rather than verbal satisfaction surveys, and pre and post testing to measure knowledge increases). This, coupled with regular tracking of monthly reports to the Child Protection Hotline will enable our agency to measure the efficacy of this program as a whole, and its impacts on child abuse prevention and awareness.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Community Based Parent Education, Pathways to Safety Outreach
CBCAP	Public Education, including Mandated Reporter Education
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

CSA page 44- Child Welfare Population – Sexual Abuse and Commercial Sexual Exploitation: Sexual Abuse allegations account for approximately 12% of the calls made to the Child Protection Hotline. In addition, as the County’s Commercially Sexually Exploited Children (CSEC) Program continues to grow in Monterey County, so, too, does awareness of this issue and calls made to the hotline to report suspected sexual exploitation or sex trafficking of minors. Education curriculums provided by CAPC, both for mandated reporters, and for parents – are being updated to include elements of sexual exploitation and trafficking awareness, as well as awareness for all types of abuse, to include sexual abuse.

CSA page 32 - Domestic Abuse

The rate for domestic violence calls in Monterey runs slightly higher than the state average, and has increased since the prior CSA/SIP Period, from 1,702 calls in 2013, to 1,870 calls in 2017. In the 2018 calendar year, severe and general neglect calls accounted for 2,211 of the 4,766 calls to the child protection hotline, which equates to 46% of our agencies annual allegations. Additionally, general and severe neglect allegations accounted for 255 of the 412 substantiated allegations in the 2018 calendar year, which equates to 64.5% of substantiations. Education curriculums provided by CAPC include elements of awareness about the impact of domestic abuse on children.

TARGET POPULATION

All children and family at-risk of child abuse and neglect throughout Monterey County are the target population for CAPC activities. Specifically:

- Community Based Trainings on Child Abuse and Neglect Prevention: All community based programs and organizations in Monterey County who interact and/or serve children and families in the community.
- Parent Education and Support Program (Community Classes - Professionals, parents, and members of the public).

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County

TIMELINE

The CAPC Director oversees several independent contracts with trainers, each contracts are for one fiscal year (current period is FY 07/01/2019 – 06/30/2020). Contracts are anticipated to be renewed annually with trainers.

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased awareness about the impact of child abuse and neglect in Monterey County.	Feedback from training attendees as to their increase in knowledge on training subject matter.	Currently, class evaluation survey for every 10 th training provided (via verbal feedback). Planned updates to include pre/post knowledge testing and written eval/feedback forms	Currently, every 10 classes.
	Increased participation in trainings	Currently anecdotal or observational by CAPC Director. Planned updates for tracking attendance via sign in sheets and/or pre training registration.	Per training
	Increased calls to the Child Protection Hotline	UCB website tracked on a quarterly basis to identify increases or decreases to hotline calls.	Quarterly

Quality Assurance (QA) Monitoring:			
Method or Tool	Frequency	Utilization	Action
Regular Meetings with CAPC Board of Directors	Monthly	Board of Directors utilize regular meetings to (among other tasks) identify successes and challenges of the training program	CAPC Directors works with Board of Directors to identify solutions for issues raised, and with Contractor to address any concerns
Invoicing	Monthly	CAPC Director reviews and approves monthly invoices	Board of Directors and CAPC Director work collaboratively to review and approve funding utilization.
Scope of Services	Once per contract term	Contractor and CAPC Director negotiate the scope of services and contractor/county expectations at the renewal of each contract term, and utilize this document as a baseline for expectations and responsibilities of each party.	CAPC Director and contractor work together to address and resolve any issues with meeting the scope of services/responsibilities during the duration of the agreement.

CLIENT SATISFACTION (EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Post class quality of delivery and content survey	Following every ten classes	Reviewed by the CAPC Director	Notify the CAPC Board and address the concerns of the complaining party.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

Multi-Disciplinary Teams

SERVICE PROVIDER

Child Welfare and Juvenile Probation staff, in partnership with contracted service provider staff, including but not limited to: Social Workers, Probation Officers, Support Staff, Behavioral Health Therapists, Advocates, Educational Support staff, etc. There is no contractor for this program utilization. Instead, funds for this program are used to support child welfare staffing costs for staffing hours associated with the multidisciplinary teaming described below

PROGRAM DESCRIPTION

Child Welfare staff participation and on occasion provide facilitation of Multi-Disciplinary teaming and meetings, including but not limited to:

- CFTs
- CSEC Monthly MDT/Case Review (includes facilitation by CWS staff)
- CFT Oversight Teams (including facilitation by CWS staff)
- Foster Care Policy Multi Branch Crossover Groups (includes facilitation by CWS staff)
- CANS Implementation Leadership Team (includes facilitation by CWS staff)
- Pathways to Safety Admin Team Meetings
- Wraparound, and
- Placement Committee (includes facilitation by CWS staff)

These groups work collaboratively to address and resolve a host of case and policy concerns, as well as collaborative policy development and implementation.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Team Decision Making
PSSF Family Support	Team Decision Making
PSSF Time-Limited Family Reunification	Team Decision Making
PSSF Adoption Promotion and Support	Team Decision Making
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

CSA Pgs. 10,104-107: One of the strengths identified regularly throughout the CSA, is the County's strong collaborative relationships with other child serving agencies and community based organizations. This includes Multi-Disciplinary Teaming, Child and Family Teaming, access to Peer Supports, and Team Decision Making for cases in all service components, including Emergency Response, Family Reunification, and Adoptions services. Through the stakeholder and focus group engagement, as well as stakeholder recommendations from the SIP convening, partners and peers alike have

strongly encouraged the agency to retain, build upon, and leverage its strong collaborative relationships in the coming years through the completion of planned SIP Strategies. This will ensure that county policies and practices continue to be driven and informed by community based organizations and other child serving disciplines alike, who may be able to lend a fresh perspective to the County’s endeavors which will in turn enable to county to better serve the most vulnerable families in the community.

TARGET POPULATION

All families, parents, adoptive parents, caregivers, children, and youth who are served by the Child Welfare Agency through a multidisciplinary and team decision making model.

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County

TIMELINE

SIP Cycle September 9, 2019 to September 9, 2024; subject to change with notice and approval from CDSS/OCAP.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Improved time to permanency, and maintained low rates of re-entry for families who are served through a Team Decision Making/Child and Family Teaming Model (this includes Emergency Response, Family Reunification, Voluntary Services, and Adoptions.	P1 and P4	UCB Data CWS/CMS Safe Measures	<ul style="list-style-type: none"> UCB Data Reviewed Quarterly and Reported Annually via SIP Progress Report. USB/Safe Measures/CWS-CMS Data Reviewed quarterly through internal data review/tracking. Contractor Reported conducted quarterly.

Quality Assurance (QA) Monitoring			
Method or Tool	Frequency	Utilization	Action
Time studies	Quarterly	Staff utilize time studies to track hours spent on various specific tasks, including multidisciplinary teaming	Fiscal team works with Child Welfare Supervisory and Management team to ensure staff are aware of and regularly utilizing appropriate time study codes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Specific to CFTs: CFT Facilitators conduct post meeting surveys with families, service providers, and social work staff.	At the close of each CFT Meeting	To be utilized by Child Welfare and CFT Contractor to improve training for facilitators and update CFT Meeting structure as needed to meet the needs of families.	Updates to CFT Meeting processes and protocols, Team Decision Making processes to align with CFT Model, and identify training needs for facilitators and child welfare staff.

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

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

Parents as Teachers Parenting Education Program

SERVICE PROVIDER

Door to Hope

PROGRAM DESCRIPTION

Contractor provides parenting education through the Parents as Teachers curriculum for clients of the Department, who do not are not Medi-Cal eligible, or who do not meet the medical necessity threshold required for Medi-Cal coverage of these treatment services. Contractor also provides these services to families who are referred through its differential response program, Pathways to Safety. This population includes parents of dependents, as well as those receiving voluntary family maintenance services through the Department. Parents as Teachers is an evidenced based model, and the Contractor follows Parents as Teachers National Guidelines for facilitation of the curriculum, and families may be served for a period of between 3-12 months (this is dependent on whether the family is receiving voluntary services or court mandated services).

Frequency of visits may vary depending on the family's need, but typically occur once per month for a duration of 2-3 hours per visit.

As structured by Parents as Teachers National, the program includes four components:

- Personal Visits
- Group Connections
- Resource Network
- Child Screening

The primary goals of the program through these components are:

1. Increase parent knowledge of early childhood development and improve parent practices
2. Provide early detection of developmental delays and health issues
3. Prevent child abuse and neglect
4. Increase children's school readiness and success

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Parent Education
PSSF Family Support	Parent Education
PSSF Time-Limited Family Reunification	Parent Education
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	All County Funding

IDENTIFY PRIORITY NEED OUTLINED IN CSA

CSA Page 19-20 – Child Maltreatment Indicators: Lack of education of parents, teen pregnancies, socio economic disparities, and lack of social supports, mental health issues (including postpartum depression), and lack of knowledge of early childhood development are among the many factors that may lead to child abuse and neglect. Parents as Teachers is a program that aims to address many of these issues for parents in Monterey County, in an effort to prevent maltreatment of children. A greater understanding of childhood development, as well as parent education in general, coupled with the additional resources and access to information gained through parents as teachers, is likely to lead to quicker and more stable reunifications and moves to permanency. Better outcomes for permanency is an identified focus area for Child Welfare, both in the CSA and SIP.

TARGET POPULATION

Mono-lingual Spanish and English speaking mothers and young women in of Monterey County, as referred by the Child Welfare Agency.

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County are served by this contractor, based on referral from the Child Welfare Agency.

TIMELINE

SIP Cycle September 9, 2019 to September 9, 2024; subject to change with notice and approval from CDSS/OCAP. Current contract term is 07/01/2019 through 06/30/2020. Contracting with this vendor is expecting to be renewed at the end of the term, as this is a contractor with a long standing partnership with the County to provide these services.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Improved permanency time outcomes for parents whose Child Welfare concerns include a component of substance abuse, and are receiving reunification services.	P1 – Permanency in 12 Months	CWS/CMS	Quarterly UCB Reporting Program Evaluation reports from the contractor available upon request.

Quality Assurance (QA) Contract Monitoring:

Method or Tool	Frequency	Utilization	Action
Regular Meetings	Quarterly	County and Contractor review number of families served in the prior quarter, number of families unable to be served and the justification, hours per visit spent with families, average length of time families receive services, and sufficiency of contract funding.	County and Contractor collaborate to troubleshoot any issues identified during monthly meetings (including: identifying solutions to workload issues such as prioritization of referrals, additional training needs for Child Welfare and/or contractor staff, etc.)
Invoicing	Monthly	Utilized by County to track expenditures and project future funding needs	Meet w/contractor to resolve expenditure concerns (i.e., not enough funds to meet the referral demands, how funds are being utilized if there is a projected overspend, and best to utilize funds if there is a projected underspend).

Scope of Services	Per contract term	Negotiated by County and Contractor to identify roles and responsibilities of each party.	County and Contractor work collaboratively to identify and resolve any concerns of roles/responsibilities not being met by either party.
Reporting	Available upon request by County	Generally utilized on a quarterly basis to align with quarterly meetings	Provides justification for additional needs requests by contractor (i.e., if contractor is requesting additional funds, a report of families served in prior quarters is used as justification)

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Social Worker and Federal Case Reviewer Outcomes	Social Worker: to be conducted every 6 months. Case Reviewers: To be conducted during case review interviews.	Child Welfare	Feedback to be utilized to address improvement needs with contractor, including: referral process for services, program efficacy and participation, and periodic reporting from contractor to County.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

COUNTY: MONTEREY

DATE APPROVED BY OCAP:

PROGRAM NAME

Pathways to Safety

SERVICE PROVIDER

Action Council Monterey County, a singular community based organization, provides oversight management of this program. Action Council subcontracts out to additional providers – including Door to Hope and Community Human Services for provision of the specific services related to Pathways to Safety.

PROGRAM DESCRIPTION

Pathways to Safety is Monterey County's differential/alternative response program, and it is a primary tool for prevention and early intervention of at-risk families in Monterey County. For families who are referred to the Child Protection Hotline but do not meet the threshold for court mandated intervention of Child Protection Services, Pathways to Safety offers community level supports and services through a community based assessment and short term case management when families are screened out of the Child Welfare System. Participation in Pathways to Safety is voluntary for families.

For families who are in crisis and children who are at-risk of abuse or neglect, community based supports and services and voluntary engagement often provides the stabilization the family needs to avoid further contact with the Child Welfare System. These supports and services may include, but are not limited to:

- Housing and Utility Resources,
- Counseling,
- Activity Programs for Children and Youth,
- Vehicle Repair,
- Food Assistance, and
- Life Skill and Parenting Education.

The Contractor acts as a facilitator of this program, providing community level assessment and short term case management services, as well as program oversight, outreach, development, data reporting, and administrative services.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Differential Response
PSSF Family Support	Differential Response
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	CWS/CSWSIOP

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Page 49 of the CSA report identified the most commonly utilized services from the County's Differential Response Program to include: Mental Health (40.5%), Housing Assistance (29.4%), and Parent Education (28.6%). The implication being that these are amongst the primary challenges facing at-risk families in Monterey County. While we tend to the

families with open dependency cases in their efforts to reunify, by increasing access to these services, we must also ensure we are supporting at-risk families in a similar manner. The overall goal being to support families with early intervention services in order to prevent them from entering the system, as well as to support families who have exited the system in an effort to prevent re-entry. Pathways to Safety is the primary method for providing these stabilizing supports to at-risk families in Monterey County.

TARGET POPULATION

At risk families in Monterey County referred to the Child Protection Hotline, who are determined not to meet the threshold for mandatory dependency court intervention.

TARGET GEOGRAPHIC AREA

All 3300 square miles of Monterey County. The contractor acts as a facilitator of the Differential Response Program, and is able to cover the full County region by subcontracting with multiple service providers to ensure the needs of this large geographic region are fully met.

TIMELINE

SIP Cycle September 9, 2019 to September 9, 2024; subject to change with notice and approval from CDSS/OCAP

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Participants have decreased recurrence from the baseline if re-referred within 6 months.	P4 – Rates of Re-entry	UCB Data CWS/CMS Safe Measures Annual Reporting by Contractor which shows percentages of P2S referred clients who declined services and who engaged in services, based on the contacts made by service providers.	Yearly report April to March Reporting year Quarterly UCB Data Tracking
Participants have decreased severity in disposition from the baseline if re-referred within 6 months.	P4 – Rates of Re-entry	CWS/CMS UCB Data Safe Measures Annual Reporting by Contractor.	Yearly report April to March
Outside of re-referral within 6 months, success for Pathways is measured by engagement rates for referred clients.	Engagement with Pathways Program. Engagement with P2S includes any family who opted to participate in any one of the services offered by P2S, when contacted by a service provider.	Annual reporting by contractor which showed percentage of participants who engaged when referred.	Yearly report April to March
Quality Assurance (QA) Monitoring:			
Method or Tool	Frequency	Utilization	Action
Regular Meetings	Monthly	Monthly communications and oversight meetings are utilized to maintain regular contact between contractor, sub-contractors, and the county, as well as to identify and resolve	Contractor and County collaborate to identify and resolve any issues or concerns, including but not limited to program outreach among mandated reporters, regular reporting requirements,

Invoicing	Monthly	<p>challenges and issues in program functions, and reporting.</p> <p>Utilized to track funding utilization and subcontractor invoicing to contractor</p>	<p>contractor and sub-contractor staffing, and spending.</p> <p>County contacts Contractor work together to resolve any invoicing issues and funding is regularly discussed at monthly oversight meetings</p>
Scope of Services	Once per term	<p>Negotiated by County and Contractor to establish roles and responsibilities of each party.</p>	<p>County and Contractor work together to identify and resolve any issues or concerns about either party not meeting their scope of responsibility.</p>
Reporting	Annually	<p>Presently, annual reports are made available through ETO.</p>	<p>Agency leadership has identified the need to more thorough reporting in order to evaluate program outcomes. Current contract monitor is working with contractor to update reporting methodology and frequency.</p>

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Voluntary post service survey	Following closure from the program	To determine most frequently accessed resources in order to determine greatest needs of at-risk families. This will enable to the County and Contractor to better focus utilization of resources to the resources families access most frequently.	Updates to program, referral process, contract scope of services as needed, as well as more targeted focus on utilization of resources based on greatest needs reported by client feedback.



I. Evaluate the effectiveness of the Strategy and identify the Strengths and Barriers of the Strategy and services given to youth and families.	March 2021	March 2022	Probation Services Manager Deputy Probation Officer III Management Analyst
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5 – YEAR SIP CHART

Systemic Factor: Pre-Placement Prevention and Intervention Services

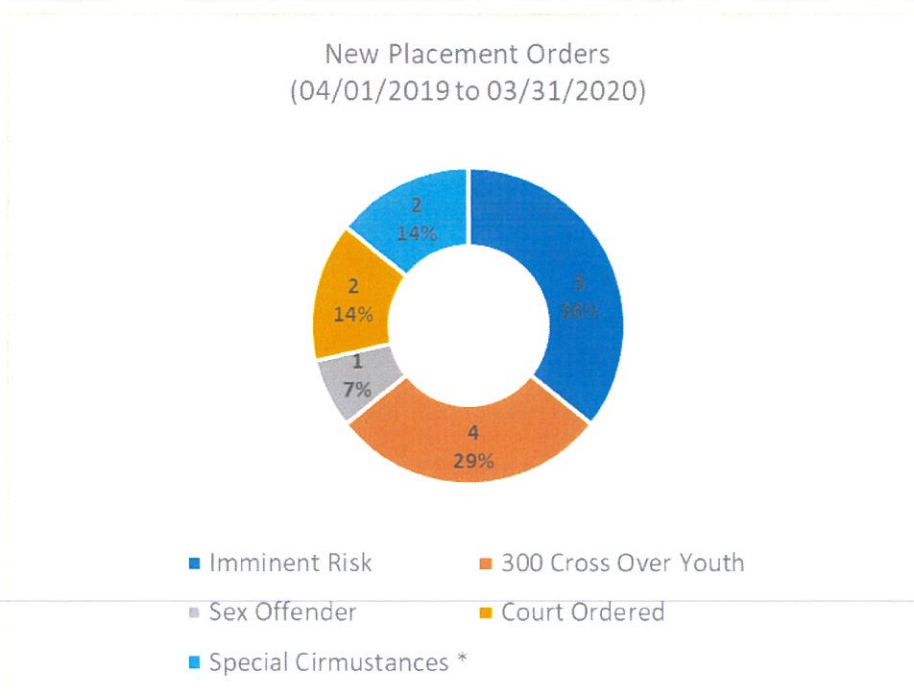
National Standard: N/A

CSA Baseline Performance: N/A

Probation selected to focus on enhancement and coordination of prevention services for youth determined to be at imminent risk and their families, to avoid out-of-home placement. A strategy for reducing the number of youth in placement is to prevent their entry into care; this is possible by promptly identifying needs and improving existing prevention services designed to strengthen, support, and stabilize families so that they can remain together.

During April 1, 2019 through March 31, 2020, a total of 36%, 5 of 14 new placement orders, came from youth supervised by Probation and identified as imminent risk of entering care.

The chart below illustrates the number of new placement orders and the types of orders.



Target Improvement Goal: Reduce the number of imminent risk youth entering foster care by strengthening preventative services for youth and their families.

Reduce the number of imminent risk youth entering foster care by 7% each fiscal year:

Year 1 (April 1, 2019 – March 31, 2020): Reduce by 36%

Year 2 (April 1, 2020 – March 31, 2021): Reduce by 29%

Year 3 (April 1, 2021 – March 31, 2022): Reduce by 21%

Year 4 (April 1, 2022 – March 31, 2023): Reduce by 14%

Year 5 (April 1, 2023 – March 31, 2024): Reduce by 7%

If the count for new placement orders remains the same (approximately 14 annually) for the next 5 years, Monterey County Probation will have to roughly reduce the number of imminent risk youth ordered into placement as listed in the corresponding SIP Year in order to meet the Target Improvement Goal:

- 5 in Year 1
- 4 in Year 2
- 3 in Year 3
- 2 in Year 4
- 1 in Year 5

* Special Circumstances: Non-imminent risk cases staffed with the Probation Services Manager and the Division Director to determine if the youth is appropriate for Placement, as recommended by the Probation Officer.