

California Child and Family Services Review System Improvement Plan

**Santa Clara County
Department of Family and Children's Services and
Juvenile Probation Department
January 2013 to January 2018**



**Conducted by
Santa Clara County
Department of Family and Children's Services and the
Probation Department, Juvenile Probation Services**

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**Submitted to the California Department of Human Services
Children and Family Services Division**

February 2013

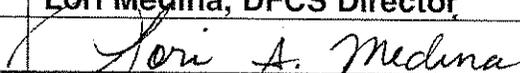
California's Child and Family Services Review System Improvement Plan

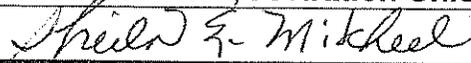
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| County: | Santa Clara County |
| Responsible County Child Welfare Agency: | Santa Clara County Department of Family and Children's Services (DFCS) |
| Period of Plan: | January 2013 through January 2018 |
| Period of Outcomes Data: | Quarter ending: September 2012 |
| Date Submitted: | February 26, 2013 |

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Submitted by each agency for the children under its care

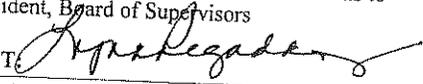
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Board of Supervisors (BOS) Approval

| | |
|---------------------------|--|
| BOS Approval Date: | February 26, 2013 |
| Name: | Ken Yeager |
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Signed and certified that a copy of this document has been delivered by electronic or other means to the President, Board of Supervisors

ATTEST 
Lynn Regadanz, Interim Clerk of the Board of Supervisors

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Introduction -System Improvement Plan Narrative Report Section for Child Welfare and Juvenile Probation

The following report is Santa Clara County's System Improvement Plan (SIP) for 2013-2018, aimed at planned improvement in identified child welfare outcomes for the next five years. Creation of this document involved a strong agency and community partnership to look at the work within child welfare and to ensure that the voice of the parents and youth served were included in decision making. Santa Clara County (SCC) is committed the SIP process and worked to ensure good representation from the community, partners, and stakeholders, as well as agency staff at all levels in an effort to propel us forward and harness the momentum thus far for change in child welfare in SCC for the children and families we serve.

The SIP requires specific steps toward system improvement through thoughtful evaluation and analysis. The quantitative evaluation component is a county's Self Assessment. The purpose of the Self Assessment is to analyze a county's performance in the eight child welfare outcomes for Child Welfare and Probation Juvenile Services Division in collaboration with consumers, key partners, and stakeholders. This analysis includes program strengths and barriers as they relate to the children, youth, and families being served.

The qualitative assessment is accomplished through a county's Peer Quality Case Review (PQCR). The purpose of the PQCR is to supplement the quantitative information obtained through the Self Assessment with qualitative data gathered from peer social workers, probation officers, and supervisors identifying areas of strength and those areas needing improvement. The results of Santa Clara County's Self Assessment and PQCR support the development of a System Improvement Plan (SIP) that establishes measurable goals for a county's system improvement and the strategies for achieving those goals. Santa Clara County has used this information to ensure identification of outcomes desired and the goals and strategies necessary to achieve these goals in the five SIP years.

Santa Clara County's Self Assessment (CSA) was a focused analysis of data, including a review of the over-representation of minority children in the Child Welfare System, particularly the disparity among children of African American and Latino descent. Special attention was noted to ensure goal setting specifically to address the concerns of the disproportionate numbers of Latino and African American/African Ancestry children and families involved in the child welfare system and to better understand the under-representation of children and families from many of the Asian American and Pacific Islander communities within Santa Clara County's Child Welfare system.

The Self Assessment was approved by the Board of Supervisors in May 2012 and provided the written groundwork detailing the efforts from prevention through after care and set the foundation for the next steps for SCC staff, our partners, our stakeholders and the youth and parents we serve. The workgroups and intense discussion over the past several months on

the SIP goals has resulted in a comprehensive plan focused on improvements in the area of prevention, safety, disproportionality, and permanency.

Santa Clara County Department of Family and Children's Services (DFCS)'s focus area for the Peer Quality Case Review (PQCR) for child welfare was permanency, as it related to youth in care 18 months or longer with a specific focus on a youth's placement type. This topic was selected after a review of county data indicated that over half of youth in out-of-home placement have been in care for 18 months or longer with a disproportional over-representation of African American and Latino children and youth. Santa Clara County sought to better understand how children, youth, families and caregivers are supported in achieving permanency and what barriers and challenges exist to undermine permanency efforts.

Outcomes from the PQCR process highlighted the importance of family and family finding efforts, securing placements with or near family, and encouraging ongoing relationships between the child and his or her family members no matter the distance. Additional analysis of the PQCR process revealed the following areas to be addressed in the current SIP:

- Increased numbers of social workers for those youth not identified with a concurrent plan;
- Less mental health services and supports for those youth identified without a concurrent plan;
- Over 60% of the youth without a concurrent plan identified, had a concurrent plan at some point in time;
- Signed concurrent plans were less frequently obtained when youth resided in Foster Family Agency homes;
- Family Finding was less frequently utilized for those children and youth who did not achieve permanency.

Probation's focus area during the PQCR was on timely reunification within 12 months of entering a foster care placement. According to the California Social Services Research Center (CSSR Q1 2012), Probation's rate of Timely Reunification is low, with 30.8% of youth reunified within 12 months, compared to a national standard of 75.2% and a California average of 63.9%. In addition, Probation's rate of Placement Stability is below the national standard, with 35.7% of youth who have been in foster care for 24 months or more having 2 or fewer placements, compared to a national standard of 41.8% and a California average of 46.8%.

Santa Clara County Department of Family and Children's Services (DFCS) and Probation Juvenile Services Division participated collaboratively in the development and writing of both the county Self Assessment (CSA) and the System Improvement Plan. Santa Clara County ensured utilization of multiple collaborations and partnerships in an effort to ensure a true public-private partnership with the county, partner agencies, community stakeholders, youth, caregivers, parents and advocates. These partnerships include internal partnerships and committees within the structure of county business, as well as the development of on-going

collaborations to ensure the necessary supports in services and programs for children and families.

Santa Clara County DFCS and the Probation Juvenile Services Division began the Self Assessment and SIP process with on-going executive team meetings with administrators and managers beginning in the fall of 2011 for completion of the Self Assessment. Multiple meetings with community based organizations and staff were held in order to gain a better understanding and more information about all the services and programs that DFCS and Probation Juvenile Services Division have participated in over the past three (3) years 2009 through 2012.

DFCS and the Probation Juvenile Services Division then hosted several community forum meetings with staff, supervisors, management from both respective agencies, community based agencies, and additional stakeholders, youth, parents and stakeholders in May 2012 to review information from the Peer Quality Case Review (PQCR) and the Santa Clara County Self Assessment (CSA). The purpose of these meetings was to share outcome information gained from both of these processes, as well as to gather agency and community insight into next steps and goals for the current SIP. Regular weekly or twice a month meetings were held with a team of between 30 to 45 regularly attending members actively participating in the development of Santa Clara County's Systems Improvement Plan from June through December 2012. This oversight committee comprised of caregivers, youth, parents, social workers, probation officers, supervisors, and community partners and stakeholders provided feedback and helped to ensure accuracy of information for the final Systems Improvement Plan. An oversight review committee will continue to be utilized for the implementation of the Systems Improvement Plan.

Cross-County Coordination within the Office of the County Executive

The County has had a history of significant disproportional representation of children of color within DFCS and the Probation Juvenile Services Division. Numerous attempts have been made to minimize and eliminate that disproportionality. Because of the great importance of this issue on a countywide basis, the Office of the County Executive will create a countywide monitoring, implementation structure, and process in order to coordinate the departmental efforts and to assure success in our countywide goal. That goal is to attain parity of representation within our children's system of care when compared to ethnic communities in the County. We intend to attain that goal within five (5) years, with the understanding that child safety, child permanency, and community safety are priorities that may override parity priorities in a particular situation.

Santa Clara County Child Welfare Strategies:

The workgroup discussions and meetings over the past several months on the SIP goals has resulted in a comprehensive plan focused on improvements in the following outcomes areas:

1. Address and eliminate the over-representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino children will be no more

likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system”;

- a. Complete a full analysis to better understand factors related to the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors;
2. Address safety and ensure that children and families are assessed in a timely manner and those families are provided the necessary resources and supports so that children do not enter the children welfare system or re-enter the child welfare system;
3. Address permanency for children and families as defined by ensuring family reunification or children returning to live with one or both parents, or if this is not possible placement with relatives or non-relatives in a guardianship or adoption situation.

Santa Clara County’s goals regarding the over-representation of Latino and African American children and families are specifically aimed at actions steps that ensure adequate prevention services, a clear concord including protocols that help social workers and community members understand the differences and nuances between harm and potential future risk and the difference between well-being and safety. In addition, action steps are aimed at building an understanding of the impact of poverty and helping to lead the community to identify additional prevention resources that are needed in Santa Clara County. Specific strategies have been created to accomplish these outcomes and include the following:

Strategy 1: Disproportionality Strategies

- (1) Address and eliminate the over-representation of African Ancestry and Latino families, as defined as, “Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system”.**
- (2) Complete a full analysis to better understand factors related to the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors.**
- (3) Continue to actively monitor representation for all children within the Child Welfare System in an effort to track disproportionality at all times.**

These goals will be accomplished through the following:

- Analyze data to continue to better understand risk factors and protective capacity factors;
- Engage with representatives of the cultural groups affected to increase community awareness of child abuse prevention and intervention and the resources needed;

- Develop innovative prevention strategies through increased availability for the Differential Response Program to (1) support both children and families at risk of abuse and neglect before entering the child welfare system and (2) those families leaving the child welfare system;
- Work with an oversight committee comprised of key community persons representative of the Latino, African American/African Ancestry and several of the Asian American community groups that will meet with Santa Clara County SSA and DFCS Executive Management and SIP oversight members, as well as employee groups and designated community based organizations to discuss current trends and progress on SIP goals to address disproportionality;
- Revise the design, content and delivery of mandated reporter training in the following ways: Enhance curriculum to include education about: (1) disproportionality in Santa Clara County; (2) bias in work with children and families and (3) exploring the impact of poverty, cultural values and barriers to services;
- Complete a community assessment to better understand community needs and enhance community resources that better meet the evolving needs of families, specifically to address issues of disproportionality for the over-representation of Latino and African American/African Ancestry families and the under-representation of Asian American and Caucasian families;
- Ensure social workers provide consistent assessment for referrals for General Neglect, as it relates to a families culture, race or ethnicity;
- DFCS to conduct priority hiring of staff for all positions that are culturally and linguistically proficient to serve Latino, African American/African Ancestry, and Asian American children and families;
- Increase communication between caregivers and parents to identify best placements and to secure the necessary supports and improve family engagement;
- Enhance parenting education to improve participation and learning and natural support networks for parents. Improved educational support to include consideration of culture and language for all classes, regardless of the size of the class;
- DFCS to continue participation in the California Partners for Permanency Project (CAPP) and ensure all staff have the basic framework and understanding of the CAPP philosophies and underlying principles;
- Increase parent voice in decision making that is reflective of the diverse cultures represented in SCC. Support the Parent Advisory Board- Parents Encouraging Parents and begin a drop-in support group for birth parents;

- Determine how to increase the utilization of the DFCS Family Resource Centers for prevention services. Consider the classes and programs offered at the Family Resource Centers that could be offered to the community;
- As contracts with SSA and DFCS are created or renewed ensure that contract providers have staff at all levels that are representative of the cultures of the families being served and have the capacity and skills sets to serve Latino, African American/African Ancestry and Asian Pacific Islander children and families;
- Develop strategies to ensure a diverse workforce at all levels;
- Promote targeted recruitment and hiring of staff at all levels, who are reflective of the children and families being served and have the cultural proficiency and linguistically are able to serve the population;
- Explore possibilities of additional linguistic and culturally specific units and services can be provided throughout the continuum of child welfare;
- Cal WORKS/Linkages- SSA Agency will ensure improved linkage for Cal WORKS and other public benefits that families need to be connected to address factors that impact the economic vulnerabilities and to address the over-representation for Latino and African American families.

Strategy 2: Prevention and Safety Strategies

- (1) Increase the opportunities to support children and families at risk of abuse and neglect before entering the child welfare system and to support those families leaving the child welfare system from returning and to improve family sustainability.**

This will be accomplished through the following:

- Increasing the availability of Differential Response, a program aimed at addressing the stressors and risk factors for families and children to help stabilize families and ensure children are safe and avoid these families entering the child welfare system.
- Improving training and support for immigration issues, ensuring adequate staffing in DFCS and through those agencies that contract with the Department representative of ethnicities and languages of the families being served.
- Including a commitment that families will be linked to the public benefits they qualify for and that all families are screened for economic vulnerabilities and connected to resources for stability.

Strategy 3: Safety Strategies

Address and eliminate the over-representation of African American/African Ancestry and Latino families and to analyze the under-representation for Asian American families for referrals received in DFCS for suspected child abuse and neglect.

This will be accomplished through enhanced collaboration, training, education and accountability between DFCS and its community partners. Curriculum will be enhanced to include education about: (1) disproportionality in Santa Clara County; (2) bias in work with children and families and (3) exploring the impact of poverty, cultural values and barriers to services. In addition, DFCS will be committed to partnership with the community, ensuring key leaders in the Latino, African American, and Asian Pacific Islander community are engaged and consumers are involved to work together to enhance community resources that better meet the evolving needs of families.

Strategy 4: Family Reunification and Permanency Strategies

- (1) Better utilize formal and informal supports, such as extended family and the faith based community to increase placement with relatives and Non- Relative Extended Family Members (NREFM), safely support parents and children in family reunification.**
- Re-establish formal family finding activities to ensure relatives are located and engaged in the process for placement or support.
 - Ensure up-front meetings with the family members before children are removed to look at supports and placement before removal.

Strategy 5: Family Reunification and Strategy 6: Permanency Strategies

- (1) DFCS will increase the number of children who are safely reunified with one or both parents.**
- (2) Increase the number of youth in guardianships and the children and youth who are adopted and eliminate the barriers to support stable placement for children and youth.**

These strategies will involve the following:

- Mobilize family finding efforts to ensure that maternal and paternal family members are identified and engaged to consider placement and/or support for parents to successfully reunify;
- Ensure that meetings involving family members are occurring in the community on days and times most convenient for parents;

- Ensure visitation is in the least restrictive setting in the community with regular frequency;
- Continue to strategically increase engagement with fathers ensuring they are a equal part of the case;
- Provide changes in parenting classes so that classes are more individualized, meet language and cultural needs, and provide an in-home parenting option;
- Continue involvement in CAPP- California Partners for Permanency to ensure consistency in work with families;
- Ensure that orientations and support groups are available for post adoption and guardianship families, as well as relatives;
- Improve timeliness of guardianships and adoptions;
- And include additional trauma focused work with families.

Strategy 7: Permanency and Family Reunification Strategies

(1) Increase efforts to support children's well-being in order to stabilize and support children/youth in placement and support parents' reunifying with their children.

These strategies include the following:

- Make education a priority through an increase in resources such as tutoring and support for social workers to assess educational needs and locate the necessary resources;
- Partner with schools and Mental Health through School Linked Services to increase supports and resources, as well as leverage available funding;
- Partner with First 5 for better utilization of the Family Resource Centers and for assessments through the visiting Public Health Nurses Program for children birth through age 5;
- Establish a workgroup with mental health to identify the gaps, strengths and barriers to consider creative alternatives to increase mental health services for children and parents. Creation of a plan to blend funding with mental health to ensure access for all children and youth both voluntary and court ordered to receive mental health screening and assessments and treatment;

- Build programs and services for older and transitioned aged youth (TAY) to increase access;
- Increase foster parent, group home staff, relative caregiver and possibly Child Advocate involvement with supporting transitioned aged youth learn the necessary skills for a successful transition to adulthood;
- Increase the number of youth to have paid or unpaid work experience;
- Identify Housing support for those youth not reunified and entering extended foster care by ensuring that non-minor dependent youth find stable and affordable housing in the community.

Santa Clara County Juvenile Probation Strategies:

Santa Clara County Probation focus area during the PQCR was on timely reunification within 12 months of entering a foster care placement. According to the California Social Services Research Center (CSSR Q1 2012), Probation's rate of Timely Reunification is low, with 30.8% of youth reunified within 12 months, compared to a national standard of 75.2% and a California average of 63.9%. In addition, Probation's rate of Placement Stability is below the national standard, with 35.7% of youth who have been in foster care for 24 months or more having 2 or fewer placements, compared to a national standard of 41.8% and a California average of 46.8%. Lastly, Santa Clara County Probation has an over-representation of African American and Latino youth in the Juvenile Justice foster care system. African American children represent 2% of the child population of Santa Clara County (2010 US Bureau of the Census) and 10% of the probation foster care population for the county. Latino children represent 39% of the child population of the county and 76% of the probation foster care population.

Through the SIP process themes were identified which led to strategies for improvement recommended by the SIP Planning Committee. Santa Clara County Probation outcomes selected for improvement in this cycle include the following outcome measures: C1.1 Timely Reunification, C4.3 Placement Stability (At least 24 Months in Care) and 4B Least Restrictive Placement, and address and eliminate the over-representation of African Ancestry and Latino families in probation foster care placement. These outcomes were selected as a means to improve targeted areas highlighted by data analysis incorporated in the Peer Quality Case Review (PQCR) and the County Self-Assessment (CSA).

Probation Key Initiatives

Santa Clara County Probation has been addressing the disproportionate representation of youth of color in the juvenile justice system since 2004. Recently, the Department has actively engaged in interest-based, consensus building with participating stakeholder group leaders, effecting the Department's interests in the resolution of this decades long community conflict

and the promotion of equitable and fair delivery of services to the Latino community. This engagement occurred as a result of the Harvard Study Consensus Process convened by La Raza Roundtable de California. This was a facilitated process to create transformative multisystem change aimed at eliminating the disproportionate representation of Latinos in local juvenile justice, juvenile dependency, and criminal justice systems.

The Disproportional Minority Confinement (DMC) Support Project is a 3 year project for addressing the disproportionate representation of youth of color in the juvenile justice system. As part of the DMC Support Project, Probation has contracted with several providers, including: The National Compadres Network, W. Hayward Burns Institute, Friends of Human Relations Commission, the NAACP and Ujima Adult and Family Services. The first year focus was on training. Probation staff, court system partners, community and county system partners, and law enforcement agencies participated in both Unconscious Bias Training and DMC training.

The arrest data demonstrates significant changes. Arrests of Latino youth were reduced by 16% between FY10 (7,529) and FY11 (6356) while arrests of African American youth decreased by 12% FY10 (927) and FY11 (818). Institutional commitments showed a downward trend as well, with Latino youth commitments decreasing 37%, from 596 to 374 and African American youth 28%, from 53 to 38. The second year of participation included the creation and implementation of a response grid for probation violations and the Direct Referral Program (DRP). In the first five months of the DRP, of the 253 youth referred, 80% are either Latino or African American youth who were connected with community based services in lieu of receiving an arrest on their record. In year three of the DMC Project, Santa Clara County will continue efforts to enhance the knowledge of DMC issues of staff and stakeholders by providing DMC training for over 200 Probation staff and various stakeholders.

Ujima Adult and Family Services will conduct a qualitative analysis to understand the paths that bring African American youths into the juvenile justice system. The National Association for the Advancement of Colored People (NAACP) convened community groups to provide input and guidance about the formal juvenile justice system and to seek suggestions to reduce the disproportionate representation of youth color in the system. The National Compadres Network conducted a "scan" and analysis of community based providers on their efficacy in addressing the issues of Latino youth and their families. The W. Hayward Burns Institute provided assistance in creating the response grid for probation violations, training and on-going technical support in the DMC workgroup process. The Friends of Human Relations Commission provided training and curriculum on conflict resolution and gathered information on the faith-based needs from youth in Juvenile Hall and the Ranch program.

Juvenile Probation Strategies

Probation has chosen C1.1 Family Reunification within 12 months (exit cohort). In the next five years, Probation will improve performance on this measure from 30.8% to 58.8%.

Reunification of youth with their family is best done with the involvement of youth's parents and other family members. Upon analysis, there were a number of critical barriers that impact

family reunification. Despite a comprehensive array of services available to support families, issues such as parents' lack of commitment to engaging in services, underutilization of formal and informal supports, practices that focuses on court and/or program timelines rather than the readiness of families to reunify, and a lack of treatment services for the parents or caregivers all contribute to a slower rate of reunification. Probation has also chosen C4.3 Placement Stability (At least 24 Months in Care) and 4B Least Restrictive Placement. In the next five years, Probation will improve performance on this measure from 35.7% to 47.6%. The least restrictive environment is closely linked to placement stability and permanency. As children disrupt from their placements, they tend to move into more restrictive and more expensive placements, away from homes that could create permanency. Lastly, Probation will address and eliminate the over-representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino youth will be no more likely than other youth given the same risk or protective capacity factors, to enter probation foster care placement."

To increase the number of youth reunifying within 12 months, support placement stability and reduce disproportionality for African American and Latino youth in foster care the following are selected strategies designed to improve on these outcome measures:

(S1) Develop coordinated and integrated child welfare and juvenile justice system that enhances services and outcomes for dually involved youth. For a period of 12 months, the Juvenile Justice and Child Welfare System Integration Initiative will work to implement system and practice reforms that will positively impact outcomes for crossover or dually involved youth. The Juvenile Court system, JPD and DFCS are collaborating with leadership at the Mental Health Department, Department of Drug and Alcohol Services, and Education Department. Additionally, we are working with the District Attorney, Public Defender, Legal Advocates for Children & Youth, community based organizations, and community representatives. Given the high level, multi-system commitment to this work, we are confident that we can improve outcomes for dually involved youth. Using evidence based research and best practices to inform changes in both systems we can provide dually-involved youth with intensive case management to improve youth outcomes, therefore, we are investigating how to amend our current practices in order to provide intensive case management to these vulnerable youth. Furthermore, restructuring our systems programmatically and culturally will allow us to better at meeting the distinctive needs of dually-involved youth.

(S2) Improve family supports through linkages to family-based alternative services and alternative placements to group homes for probation youth in placement. The Santa Clara County Social Services Agency's (SSA) Department of Family and Children's Services (DFCS), in collaboration with the Probation Department (PD) and the Mental Health Department (MHD), provide "Intensive Targeted Wraparound" services within and for the County of Santa Clara. The Intensive Targeted Wraparound Program is designed to meet the unique individual needs of youth and their families through the syntheses of Wraparound, Family Finding, Intensive Therapeutic Foster Homes and evidenced based mental health services. The Intensive Targeted Wraparound program will utilize the Intensive Therapeutic

Foster Parent model of foster care. These are intensely trained, highly committed, mission driven licensed foster parents who are dedicated to the “no-reject, no-eject” policy, making their home available to our youth for six months. Within these six months the team and Intensive Therapeutic Foster Parent work with the youth identifying interventions and stabilize the youth. The team also works to identify family/kin and other natural team members who will be available for long-term permanency for the youth. After the six month stay, the youth shall step down to the least restrictive placement appropriately for the youth.

(S3) Probation will increase the number of youth who are safely reunified in a timely manner with their families through increased support and engagement with parent(s). Parent(s) will take part in an orientation session, meeting with a Probation Officer to map out his or her child’s program. This will educate parents on the placement process and resources available to support parent(s). In addition, the Probation will clarify the role of the foster caregiver, share information on the child’s needs, plan for visitation and other ways to involve the parent(s) while their child is in foster care. Further, a Joint Decision Making (JDM) practice will be implemented in the Placement Unit. The addition of JDM meetings for youth who are removed from their homes will be implemented in order to engage parent(s) to make the best decisions possible for the youth and ensure the parents’ voice is heard prior to any placement, re-placement, or reunification with the family. Having this structure will create and support consistent attention to engaged case planning within the team including the Probation Officer. The team approach also ensures that there is a broad based perspective that includes that of the parent(s), care providers and youth.

(S4) Increase placement with relatives and Non-Relative Extended Family Member (NREFM) placements, and safely support probation youth and the parent(s) in family reunification. Every youth needs and deserves the most normative, safe and healing environment possible. Youth in foster care need consistent connectedness to family during their stay in care. Entry, lengths of stay and placement changes in foster care can be significantly reduced by a network of family inclusive of a primary parenting relationship. Thus, developing family finding skills to provide a family network for every youth in the foster care system is critical.

(S5) Address and eliminate the over-representation of African Ancestry and Latino families, as defined as “Within five years African Ancestry and Latino youth will be no more likely than other youth given the same risk or protective capacity factors, to enter probation foster care placement,” and continue to actively monitor representation for all children within the Juvenile Justice System in an effort to track disproportionality at all times. An analysis of African American and Latino probation youth in foster care placement is to be conducted, analyzing the paths that bring African American and Latino youth into the juvenile justice foster care system. Further, there is a need for an improved screening and assessment tool for youth being considered for foster care placement. The research and development of a structured decision making assessment instruments in aspects of foster care placement operations is to be developed by Juvenile Justice Systems Collaborative Case Systems and Processes workgroup. Tools such as the Juvenile

Assessment and Intervention System (JAIS) and the placement assessment instrument will be employed to guide activities during entry into placement of JPD foster youth. The members are to include Justice System partners, community stakeholders, and members from the African American and Latino communities with cultural expertise.

Santa Clara County Probation is making a concerted effort to maintain youth safely in their homes whenever possible and appropriate. The increase use of Wraparound services is a strength identified by the PQCR and it has improved Probation's ability to serve youth and families in their homes and reduce the number of youth in foster care placement. In addition, Probation and a local community based organization have collaborated to increase professional parenting homes for intervention and placement options for probation youth. In reunification there will be a strengthening of participatory case planning with youth and families. Also, the family engagement process will be implanted much earlier in the process. Reunification needs to be more frequent and occur in a more timely fashion. Youth are in foster care placement too long which decreases their opportunity to reunify, which means youth are at risk of being failed and placed in secured detention. Collaboration and support between the Juvenile Court, Probation, SSA/DFCS and CBOs is needed to face the challenges and barriers that have been identified over the past couple of years, and Santa Clara County will continue to focus on these areas for improvements through the implementation of the targeted strategies listed in the SIP Goals.

Santa Clara County -County Executive Strategies:

The Office of the County Executive, as a policy representative of the Board of Supervisors, recognizes that an important driver of the condition of disparate representation of children of color within children's services in the County is poverty and the resultant lack of opportunity that occurs within the social milieu of Santa Clara County. We also recognize, as is noted elsewhere in the SIP, that the disparity affects a large number of Latino children, and a statistically high percentage of African American children.

We believe that the solution to this problem is beyond the efforts of any one or two County departments. A central, cross department, effort will be required in order to hope for any success as we approach this challenge.

We also recognize that the aforementioned ethnic communities are not themselves homogeneous. Thus, many potential disparate groups within the community may respond more effectively to alternative approaches. Thus, the County Executive will adopt the following strategy:

Strategy 1:**Create an Office of Cultural Competency for Children's Services**

This new Office will reside within the Office of the County Executive and will be directed by a leader that reports directly to the County Executive. The Director of the Office will be responsible for the county wide implementation of policies and programs that address that racial and ethnic disparity that currently exists within our County services. The Director will assure that the issues of equity are dealt with in a manner that adheres to programmatic requirements and addresses equity as a critical priority countywide.

The Office will include, as a minimum, a Latino Planning Council and an African American Social Planning Council in order to assure appropriate community input and monitoring of progress. As appropriate and requested, other racial and ethnic group councils will be created to address their specific issues. It is envisioned that the Social Planning Councils will be initiated and maintained by community members. The Councils will be supported by the Office and the Office will coordinate and facilitate County programs and processes in order to attain the goals stated in the SIP.

The Office will work to eliminate disparity not only as it relates directly to client populations, but also disparity within both internal and external service providers. The Office Director will work closely with the County Executive, the Board of Supervisors, and appropriate community members in the effort. This Office will be operational within 6 months.

Additional Information:

Also attached to this SIP document is information received from the La Raza Roundtable, a civil rights organization based in Santa Clara County which has committed its organization and membership to helping to resolve the issue of the multi-system overrepresentation of Latinos through alternative dispute resolution efforts. This information was provided outside of the community SIP process. Please see Attachment J.

Section I**Section A- Child Welfare/Probation Additional Narrative**

DFCS and JPD will collectively and individually work with the community and partner agencies over the next five years to accomplish the goals outlined for child welfare and juvenile probation in an effort to ensure that services in support for children, youth and families are improved. Regular monitoring of SIP goals will occur on a quarterly basis through an oversight committee as well as regular reporting in additional community forums and meetings.

Section B – Child Welfare/Probation Matrix- SIP Goals

Please see Attachment G for the Santa Clara County System Improvement Matrix strategies and goals for 2013 through 2018.

Section C -Child Welfare Service Outcome Improvement Project (CWSOIP) Narrative

Probation used the CWSOIP funds to send placement Probation Officers to Placement Core training. In addition, Probation purchased laptops for placement probation officers, so they can enter note when visiting placements and so they can set up video visit (via) Skype between the parents and youth in the group homes which are located out of county. This allows youth and families to stay connected and involved in the youth treatment plan.

In the next five years, Probation plans to continue paying for Probation Officer training and video visits (via) Skype. Probation will also continue to help parents with travel cost, so they might see their children more frequently enabling continuity of contact. Probation intends to focus on parents/guardians of youth that are in placement. To this end, Probation will use the money to provide support to parents and youth by offering support groups. Probation would like to use the money to contract with a community based organization to facilitate the meetings. Further, if parents need parenting classes, Probation will fund it. Probation will also explore the possibility of contracting with a community based organization to conduct family finding efforts.

DFCS used CWSOIP funding to support efforts for those children and families struggling with immigration issues, as well as those families in which relatives need support in obtaining legal guardianships. Support groups and legal advice and support are offered in both of these instances. In addition, funds are used to support counseling and case management support for those families that are facing stressors and in need of resources. This funding supplements funding for Differential Response.

Section II

A. CAPIT/CBCAP/PSSF Narrative

Santa Clara County included an evaluation and analysis of efforts toward Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) and is recommending oversight committee changes to provide this review. DFCS will need to work to ensure all prevention services are linked to a specific need for these services and to ensure that the services and programs that are put in place are evaluated and really do meet these needs. In addition, DFCS will need to work to make sure that there is consistency across the various contracts in what outcomes are evaluated and tracked for consistency of services amongst different service providers. One such example is Differential Response. DFCS will be working with the Child Abuse Council and Social Services Advisory Commission for monitoring of these services and using the newly created advisory committee to track progress and ensure accountability.

CAPIT

Child Abuse Prevention and Treatment (CAPIT) funding in the current contracted services include: primary, secondary and early intervention programs and services. The majority of the services are direct services in the areas of parenting, support groups, childcare and connection to resources. Services are aimed at geographical locations where resources are lacking and involve outreach in serving the Latino and Asian Pacific Islander communities with staff that have the cultural and language capabilities.

CBCAP

Community Based Child Abuse Prevention (CBCAP) funding is planned for the upcoming FY 2013-2014. Services will be aimed at expanding Differential Response with a specific focus on Latino, African American and API communities, ensuring contracted providers have the necessary linguistic and cultural expertise in current staffing. In addition, funding will provide the launch of support groups for families who have completed or are in the process of completing adoption or guardianship, relatives and non-relative extended family members who are providing placement and parent support groups. In addition, funding will help with in-home parenting classes and ensuring individualized parenting programs for those families in need.

PSSF

Promoting Safe and Stable Families (PSSF) must provide services in the area of prevention, reunification and adoption. Prevention funding will be leveraged with the CBCAP funding to expand Differential Response services, specifically to Latino and African American children and families. The Family Reunification funding will be used to continue Parent Advocates for those families in Family Reunification and the Adoption funding will be used to offer support groups and to modify the adoption camp and other support activities to ensure that those families who are adopting and encountering struggles are supported.

Section III -Attachments**Attachment A - Notice of Intent for SIP**

Required attachment for the SIP

Attachment B - Tables with Additional Santa Clara County Data

Additional statistical data regarding Santa Clara County

Attachment C - OCAP Oversight Committee for Child Abuse Prevention

Recommended oversight committee structure to assure expenditures for prevention funding received

Attachment D – Executive Summary of the Santa Clara County Self Assessment**Attachment E - Executive Summary Section of the Santa Clara County PQCR**

Attachment F- SIP Strategy Matrix

Detailed information regarding the recommended System Improvement Strategies and Action Plans needed to reach outcomes for Santa Clara County during the five (5) year SIP cycle.

Attachment G- Santa Clara County Child Welfare SIP Summary Sheets

Summaries of the SIP strategies and action plans in a power point presentation version

Attachment H – CAPIT/CBCAP/PSSF Funding Worksheet for Prevention

Required SIP attachment with planned expenditures for prevention funding for CAPIT/CBCAP/PSSF

Attachment I –Program Descriptions for Prevention Services

Attachment J – SIP Input from the Harvard Consensus Project and LaRaza Roundtable

SIP recommendations received from the La Raza Roundtable civil rights organization and the Harvard Consensus Project

Attachment K – Santa Clara County Signature Cover Sheet for SIP

Attachment L – Santa Clara County Signature Cover Sheet for Prevention

Attachment M – Power Point Presentation for SIP

Attachment A: BOS Notice of Intent

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

**NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR SANTA CLARA COUNTY**

PERIOD OF PLAN (MM/DD/YY): 01/30/13 THROUGH (MM/DD/YY) 01/30/18

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

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

The County Board of Supervisors designates SCC Social Services Agency as the public agency to administer CAPIT and CBCAP.

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

Please enter an X in the appropriate box.

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

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

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

County Board of Supervisors Authorized Signature

February 26, 2013
Date

Supervisor Ken Yeager
Print Name

President of the BOS
Title

**Attachment B - Tables for Additional Santa Clara County Data
July 2011 to June 2012**

Table 1: Children with Allegations, California, July 2011 – June 2012

| Ethnicity | Num. of Children in the Population | Num. of Children as % of the Population (i.e. Population Proportion) | Number with Allegation | Number with Allegation as a % of All Children with Allegation (i.e. Proportion of Kids with Allegations) |
|------------------|---|---|-------------------------------|---|
| Black | 625017 | 5.7 | 64931 | 10.4 |
| White | 3022614 | 27.3 | 118117 | 3.9 |
| Hispanic | 5643648 | 51.0 | 233201 | 4.1 |
| Asian/PI | 1219128 | 11.0 | 16630 | 1.4 |
| Native Am. | 43755 | 0.4 | 3495 | 8.0 |
| Missing | 501617 | 4.5 | 44322 | 8.8 |
| Total | 11055779 | 100.0 | 480696 | 4.3 |

Table 2: Children with Allegations, Santa Clara, July 2011 – June 2012

| Ethnicity | Num. of Children in the Population | Num. of Children as % of the Population (i.e. Population Proportion) | Number with Allegation | Number with Allegation as a % of All Children with Allegation (i.e. Proportion of Kids with Allegations) |
|------------------|---|---|-------------------------------|---|
| Black | 10728 | 2.2 | 1062 | 9.9 |
| White | 120057 | 24.1 | 2539 | 2.1 |
| Hispanic | 184782 | 37.1 | 7680 | 4.2 |
| Asian/PI | 151817 | 30.5 | 1571 | 1.0 |
| Native Am. | 1096 | 0.2 | 35 | 3.2 |
| Missing | 29652 | 6.0 | 279 | 0.9 |
| Total | 498132 | 100.0 | 13166 | 2.6 |

**Attachment B - Tables for Additional Santa Clara County Data
July 2011 to June 2012**

| Table Children Entering the Caseload, California, July 2011 – June 2012 | | | | |
|--|---|---|-------------------------------------|---|
| Ethnicity | Num. of Children in the Population | Num. of Children as % of the Population (i.e. Population Proportion) | Number Entering the Caseload | Number Entering as a % of All Children Entering (i.e. Proportion of Children Entering) |
| Black | 625017 | 5.65 | 4766 | 17.9 |
| White | 3022614 | 27.34 | 7227 | 27.2 |
| Hispanic | 5643648 | 51.05 | 13212 | 49.7 |
| Asian/PI | 1219128 | 11.03 | 764 | 2.9 |
| Native Am. | 43755 | 0.40 | 369 | 1.4 |
| Missing | 501617 | 4.54 | 267 | 1.0 |
| Total | 11055779 | 100.00 | 26605 | 100.0 |

| Table Children Entering the Caseload, Santa Clara, July 2011 – June 2012 | | | | |
|---|---|---|-------------------------------------|--|
| Ethnicity | Num. of Children in the Population | Num. of Children as % of the Population (i.e. Population Proportion) | Number Entering the Caseload | Number with Entering as a % of All Children Entering (i.e. Proportion of Children Entering) |
| Black | 10728 | 2.15 | 55 | 9.4 |
| White | 120057 | 24.10 | 109 | 18.5 |
| Hispanic | 184782 | 37.09 | 382 | 65.0 |
| Asian/PI | 151817 | 30.48 | 37 | 6.3 |
| Native Am. | 1096 | 0.22 | 4 | 0.7 |
| Missing | 29652 | 5.95 | 1 | 0.2 |
| Total | 498132 | 100.00 | 588 | 100.0 |

SANTA CLARA COUNTY DFCS OCAP OVERSIGHT for CHILD ABUSE PREVENTION STRUCTURE & ACCOUNTABILITY

Child Abuse Prevention Oversight Committee (CAPOC)

Monthly Meetings Led By OCAP Liaison and SSA Contract Manager for DFCS:

OCAP Liaison -- DFCS Administrative Support Manager

- PSSF Liaison -- DFCS Admin Supervisor
- CBCAP Liaison -- DFCS Admin Supervisor
- CAPIT -- SSA Contract Manager for CAPIT
- PEP (Parents Encouraging Parents) Representative (Birth Parent)
- HUB or YAB (Youth Advisory Board) Representative (Youth/Young Adult)
- Social Services Advisory Commission (SSAC) Representative
- Child Abuse Council (CAC) Representative
- Contract and Program Monitors for Services for PSSF, CBCAP & CAPIT- as needed
- Financial Management Services (FMS) Representative
- Social Services Agency (SSA) Contract Manager for DFCS Contracts
- Children of Color (COC) Representative
- Employee Committee Representatives
- Analysis & Oversight Point Person
- County Children's Trust Fund Representative

Quarterly Prevention Meetings:

- Report out from OCAP Involving CAPOC members, CBO's and Community Members

Bi-Annual Reports:

- Provided to DFCS Managers, SSAC & CAC by OCAP Liaison

Definitions:

| | | |
|-------|---|--|
| PSSF | = | Family Preservation, Family Support Services, Time Limited Family Reunification Services and Adoption Promotion and Support Services |
| CAPIT | = | Child Abuse Prevention, Intervention and Treatment |
| CBCAP | = | Community Based Child Abuse Prevention |
| OCAP | = | Office of Child Abuse and Prevention |
| OAPC | = | Child Abuse Prevention Council will be the CABOC |
| CABOC | = | Child Abuse Prevention Oversight Committee |

Attachment D: Executive Summary for the Santa Clara County Self Assessment

Summary Assessment

System Strengths and Areas Needing Improvement

An evaluation of Santa Clara County's performance with regard to federal and State indicators indicated mixed results. Santa Clara County continued to make strides in the areas of:

- Timely immediate response referral;
- Timely social worker visits to children;
- Most children experience timely reunifications. Improvement is also observed for the rate of re-entry into foster care. Moreover, children placed with relatives or NREFMs experience a stronger effect for successful reunification than other placement types.
- Improvement is observed for the finalization of adoptions within 12 months. The effect is strongest for children placed in foster homes. While the adoption rate for children placed with relatives/NREFMs is not strong, it is nonetheless considered an optimal situation for children;
- Most children in foster care are in family placements, such as with relatives or foster homes;
- Strong well-being outcomes in the area of education

Key systemic strengths included:

- Inter-agency and private partnerships support families from front-end services through early intervention. For instance, Differential Response and internal informal services;
- Greater collaboration established with Mental Health, Public Health and DADS through creative uses of funding and resources as established through the CAST meetings or through the direction of the Board of Supervisors
- Focus on reducing disproportional representation of children of color by bringing focus into ER and DI by offering more culturally specific resources to staff, targeting DR services, using family group meetings (e.g., TDM), and using the CAT throughout the life of a case to ensure that all families are assessed comprehensively.
- A net of comprehensive services to support transition age youths, from basic living skills, to strengthening educational supports, to continued supports post emancipation and creative project such as TILP staffing, Teen Court and Middle School Education Court, Emerging Scholars, My TIME meetings, establishment of the HUB.

In the last SIP cycle, SCC focused on are the many "pockets of success" within our county and the need to further evaluate and learn exactly what is working and how to expand these efforts and strategies. Detailed review of cases from the PQCR, from the C-CFSR process, from internal review and from community and stakeholder feedback highlighted the need to continue to partner with the community for innovative services and programs that demonstrate best practice and to ensure evaluation and expansion of those services and programs if they were best practice. Santa Clara County has organized a comprehensive SIP to address structural and procedural changes aimed at improvement in meeting federal outcome indicators throughout the Agency and throughout the "life of a case" to move SCC in the direction of improved federal outcomes and best practice for children and families.

The past couple of years have proved challenging for SCC with the budget and program and staff reductions. In addition, contract negotiations with the different bargaining units resulted in intense discussions for several months. On a positive note, 2011 was declared as the "Year of

the Child” and SCC made progress on many of the child welfare outcomes, making improvements in 15 of the 22 State and Federal Performance indicators. Most notably, even with the closure of the Children’s Shelter, Placement Stability measures show steady improvement and now meets the Federal Standard. Disproportionality continues and highlights areas of strife amongst staff, community partners and with trust with the youth and families we try to serve. Efforts in CAPP, the IA, the LCWEP, the PQCR and communication with the community and key agencies serving Latino and African American families, highlight the fact that services and programs are not fully meeting families needs and that we need to ensure that we partner more and curtail the services and programs to better support families. Social Workers are well intentioned and want to do good work with families, but there are system barriers that we must address. We must have a common vision and mission to our work and it must be reflected in all decisions and in all the work that we do.

DFCS organization efforts to decrease the number of social workers in the Front End of services through the same worker serving a family from Emergency Response through Dependency Intake have not moved forward. Discussions with labor organizations are still in process. It will be important to understand why we have not moved forward in this area and to build in the necessary supports and communication in an effort to move this work forward.

Continued discussions and a renewed and refocused effort on building trust and engaging with families is in the forefront of the work in Santa Clara County and will need to be a primary focus in the SIP planning process. In addition, it is vital that the SIP process weaves the work and lessons learned from the California Partners for Permanency work and the Institutional Analysis, as well as the Latino Child Welfare Equity Project, Cultural Dialogue forums information and additional studies and information gleaned from the tremendous insight that has been provided by parents, youth, staff, community partners and stakeholders. Everyone is talking and seems to agree on areas of focus. It will be important that the SIP process helps to organize this work and link to improvements in our outcomes.

In addition, SCC is pleased with the strong voice of youth in development of programs and services through the establishment of the HUB, a youth lead center and the commitment of several young adults and youth, who are committed to helping shape the services for other youth in SCC. To this same end, SCC has just begun the establishment of a parent advisory committee to ensure that we have the same strong voice for the parents involved in the child welfare system. There is additional work and planning to ensure that SCC has the necessary voices at the table in decision making and to effectively track and monitor all of the preventative and mandated services being provided. This will be considered in the SIP planning and goal setting.

Juvenile Probation Focus

Santa Clara Probation Department made a concerted effort to maintain youth safely in their homes whenever possible and appropriate. The increased use of Wraparound services is strength identified by the PQCR and it has improved Probation’s ability to serve youth and families in their home and reduce the number of youth in foster care placement. In addition, Probation and a local community based organization have collaborated to develop new Multidimensional Treatment Foster Care (MTFC) homes expanding the continuum of services for intervention and placement options for probation youth.

In the areas of Permanency Santa Clara County Probation Department is challenged. Reunification needs to be more frequent and occur in a more timely fashion. For the Probation

Department, foster care youth are often the more difficult because the youth and families have very complex issues. Nonetheless, efforts and structure must support the timely reunification of the youth and the families who have the capacity to reunify. Youth are languishing in our institutions having failed to reunify, which means a significant number of youth are becoming institutionalized. In Reunification there will be a strengthening of participatory case planning with youth and families. Also, the family engagement process will be implanted much earlier in the process. The efforts of Wraparound and MTFC have shown some signs of early success and benefit for continuing and expanded efforts in these areas.

Child Welfare Focus

Disproportionality

Child Welfare committed to a concentrated effort in collaboration with community partners, parents, caregivers and youth to address disproportionality, ensuring a concentrated effort on the disproportionate numbers of Hispanic and African American families and children involved in the child welfare system. The efforts and information gleaned through the process of the IA of CAPP, the LCWEP and the focus groups through the Cultural Dialogues series, as well as the work of the employee groups will set the stage for the foundation of the next steps for the Department and weaved throughout the goals of the SIP planning process. The Children and Color Task Force will continue serve as an advisory group to ensure that this information from all these initiatives flows together in a meaningful way that organizes the information in a way that clearly defines the priorities for DFCS and the community collectively. In addition, it is anticipated that more information regarding training in consensus building may aid in this effort.

In the past year, Santa Clara County has contracted with a community based organization linked to and supporting the African American community that can serve as a consultant for cases at the initial assessment, the NIA project. Currently, labor negotiations are underway in an effort to move forward with contracted services with t a community based organization for front end Team Decisions Making meetings serving primarily African American children and families.

C-CFSR Analysis:

Due to the continued numbers of disproportionality of both Latino and African American children and families in Santa Clara County, it is imperative the DFCS continue to make reducing disproportionality a concentrated focus for the SIP for 2012.

Strengthen Partnerships in an Effort to Increase Permanency for Children and Youth

Santa Clara County needs to continue to work collaboratively with parents, caregivers, youth, foster family agencies, and group home providers to increase placement options and to provide greater support to the placement options that currently exist. All information gleaned from the initiatives and projects and PQCR, indicates a need to give parents, families, youth and the community more of a voice to help DFCS move in the direction of greater permanency for children. In addition, greater effort in targeted recruitment and partnership with the community to identify and train foster homes for African American, Latino, teenagers and children with special needs is critical.

Impact on C-CFSR Outcomes:

The above mentioned strategies for increased efforts in necessary placements and supports will be essential in helping to move toward better outcomes in Placement Stability and Increased Permanency and Stability. DFCS needs to reduce the number of placements children in care in

Santa Clara County experience, as well as to ensure children and parents or caregivers have the needed supports to stabilize and move toward family reunification with their parents.

Increased collaborative efforts with youth, caregivers, community partners and stakeholders to increase recruitment and retention of foster homes and foster adoptive home placements, as well as to ensure the necessary support to these homes. The numbers of relative and NREFM placements is slowly declining. It is important to better understand the support and resources all caregivers and youth need in order to achieve concurrency and permanency. Changes in the wrap process and services that are provided in Santa Clara County are expected to help support this process.

Impact on C-CFSR Outcomes:

Concentrated efforts on foster parent recruitment and retention, as well as support for relative/NREFM caregivers is anticipated to help support outcomes toward Child Safety for no maltreatment in foster care, as well as to help ensure increase exits to permanency and placement stability indicators. In addition, specialized services to address AB12 and NMD will be essential to ensure that those youth who did not achieve permanency before age 18 will still receive the supports to continue to work on permanency and a successful transition to adulthood.

Increase involvement in community efforts that could better support transition aged youth, especially with regarding housing and homeless concerns

Given the high numbers of youth who emancipate from care and become homeless before the age of 25, DFCS needs to continue to outreach and become involved in larger community collaborations with organizations dedicated to housing and support. In addition, efforts in partnership with mental health, and public health in support of the youth-led community center-the HUB will help to ensure that the youth and young adults of Santa Clara County are voicing their need for what services and programs will best support them.

Increase the Partnership with Local Community Colleges, Universities, County Office of Education and Potential Funders for Services for Transitioned Aged Youth

Santa Clara County sees tremendous value in the services, programs, and partnerships that have been established to support transitioned age youth successfully from either foster care or Juvenile Probation into adulthood and has poured lots of resources into a structure to support those youth who chose to stay in care as NMD. It is essential that child welfare and Juvenile Probation continue to partner and leverage resources to support this growing population with complex needs. SCC needs to continue to partner with County Mental Health and Regional Center to ensure the necessary supports for those youth who do not qualify for the necessary mental health services or ensure a successful transition from child welfare to regional center. And there is the need to continue to find creative ways to provide additional housing options for youth leaving care. The numbers of youth, who leave care and who are homeless continues to increase, and there is not enough availability in the housing options that currently exist. It is critical that DFCS and Juvenile Probation partner with community organizations and business to find options that serve the homeless youth in Santa Clara County, including those leaving care. AB12 will help in this process, but will also take some of the housing resources from those that will not qualify for AB12.

Impact on C-CFSR Outcomes:

DFCS concentrated efforts regarding housing and mental health issues should help to improve C-CFSR outcomes for youth transitioning to a self-sufficient adulthood.

Engagement with parents, with a primary focus on fatherhood engagement and ensuring a strong parent voice in the establishment of all services and programs for Santa Clara County

The following table illustrates a summary of the performance indicators for Santa Clara County:

Child Safety, Permanency and Stability Indicators with Standards

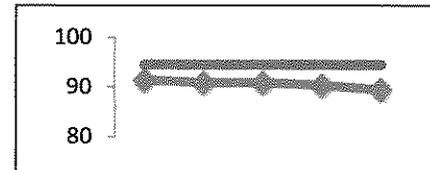
October 2011 Report

| | | | | |
|--------|----------------|----------------------------|-------------------------|----------------------|
| Legend | abbreviations | EG = Equal or Greater than | EL = Equal or Less than | LT = Less than |
| | level achieved | GOAL ACHIEVED | | Goal achieved LT 90% |

Child Safety

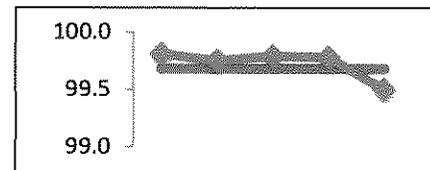
| |
|--|
| S1. Absence of recurrence of maltreatment |
| Goal EG 94.6 / Performance |
| Relative performance to goal |

| Jul09-Dec09 | Oct09-Mar10 | Jan10-Jun10 | Apr10-Sep10 | Jul10-Dec10 |
|-------------|-------------|-------------|-------------|-------------|
| 91.4 | 90.9 | 90.9 | 90.4 | 89.5 |
| 0.97 | 0.96 | 0.96 | 0.96 | 0.95 |
| ◆ | ◆ | ◆ | ◆ | ◆ |



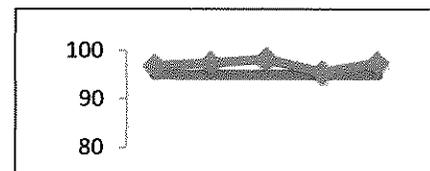
| |
|--|
| S2. Absence of abuse in foster care |
| Goal EG 99.7 / Performance |
| Relative performance to goal |

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 99.8 | 99.8 | 99.8 | 99.8 | 99.5 |
| 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| ◆ | ◆ | ◆ | ◆ | ◆ |



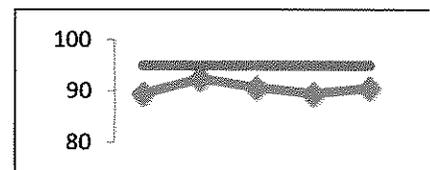
| |
|--|
| 2B. Timely response to immediate response referrals |
| Goal EG 95.0 / Performance |
| Relative performance to goal |

| Apr10-Jun10 | Jul10-Sep10 | Oct10-Dec10 | Jan11-Mar11 | Apr11-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 96.8 | 97.4 | 98.2 | 95.5 | 97.4 |
| 1.02 | 1.03 | 1.03 | 1.01 | 1.03 |
| ◆ | ◆ | ◆ | ◆ | ◆ |



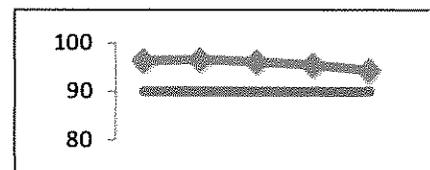
| |
|--|
| 2B. Timely response to 10-day referrals |
| Goal EG 95.0 / Performance |
| Relative performance to goal |

| Apr10-Jun10 | Jul10-Sep10 | Oct10-Dec10 | Jan11-Mar11 | Apr11-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 89.5 | 92.4 | 90.7 | 89.5 | 90.6 |
| 0.94 | 0.97 | 0.95 | 0.94 | 0.95 |
| ◆ | ◆ | ◆ | ◆ | ◆ |



| |
|--|
| 2C. Timely social worker visits |
| Goal EG 90.0 / Performance |
| Relative performance to goal |

| Apr10-Jun10 | Jul10-Sep10 | Oct10-Dec10 | Jan11-Mar11 | Apr11-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 96.3 | 96.6 | 96.1 | 95.5 | 94.4 |
| 1.07 | 1.07 | 1.07 | 1.06 | 1.05 |
| ◆ | ◆ | ◆ | ◆ | ◆ |



Timeliness of Family Reunification and Permanency of Reunification

| | | | | | | |
|---|--|--|--|--|--|--|
| <p>C1.1. Reunification within 12 months for children exiting care Goal EG 75.2 / Performance Relative performance to goal</p> | <p>Jul09-Jun10 69.7 0.93 ◆</p> | <p>Oct09-Sep10 71.3 0.95 ◆</p> | <p>Jan10-Dec10 71.0 0.94 ◆</p> | <p>Apr10-Mar11 71.2 0.95 ◆</p> | <p>Jul10-Jun11 72.1 0.96 ◆</p> | |
| <p>C1.2. Median time to reunification Goal EL 5.4 months/ Performance Relative performance to goal</p> | <p>Jul09-Jun10 6.7 0.81 ■</p> | <p>Oct09-Sep10 5.4 1.00 ●</p> | <p>Jan10-Dec10 4.9 1.10 ●</p> | <p>Apr10-Mar11 4.7 1.15 ●</p> | <p>Jul10-Jun11 4.7 1.15 ●</p> | |
| <p>C1.3. Reunification within 12 months for a cohort of children entering care Goal EG 48.4 / Performance Relative performance to goal</p> | <p>Jan09-Jun09 60.5 1.25 ●</p> | <p>Apr09-Sep09 52.6 1.09 ●</p> | <p>Jul09-Dec09 52.0 1.07 ●</p> | <p>Oct09-Mar10 63.1 1.30 ●</p> | <p>Jan10-Jun10 63.6 1.31 ●</p> | |
| <p>C1.4. Re-entry into foster care within 12 months from reunification Goal EL 9.9 / Performance Relative performance to goal</p> | <p>Jul08-Jun09 12.0 0.83 ■</p> | <p>Oct08-Sep09 9.6 1.03 ●</p> | <p>Jan09-Dec09 10.0 0.99 ◆</p> | <p>Apr09-Mar10 10.9 0.91 ◆</p> | <p>Jul09-Jun10 12.4 0.80 ■</p> | |
| <p>Timeliness to Adoption</p> | | | | | | |
| <p>C2.1. Adoption within 24 months for children exiting to adoption Goal EG 36.6 / Performance Relative performance to goal</p> | <p>Jul09-Jun10 16.6 0.45 ■</p> | <p>Oct09-Sep10 17.2 0.47 ■</p> | <p>Jan10-Dec10 17.7 0.48 ■</p> | <p>Apr10-Mar11 20.4 0.56 ■</p> | <p>Jul10-Jun11 18.2 0.50 ■</p> | |
| <p>C2.2. Median time to adoption Goal EL 27.3 months / Performance Relative performance to goal</p> | <p>Jul09-Jun10 34.7 0.79 ■</p> | <p>Oct09-Sep10 33.9 0.81 ■</p> | <p>Jan10-Dec10 35.2 0.78 ■</p> | <p>Apr10-Mar11 36.1 0.76 ■</p> | <p>Jul10-Jun11 37.3 0.73 ■</p> | |
| <p>C2.3. Adoption within 12 months for children in care 17 months or longer Goal EG 22.7 / Performance</p> | <p>Jul09-Jun10 22.1</p> | <p>Oct09-Sep10 20.7</p> | <p>Jan10-Dec10 20.7</p> | <p>Apr10-Mar11 22.6</p> | <p>Jul10-Jun11 22.1</p> | |

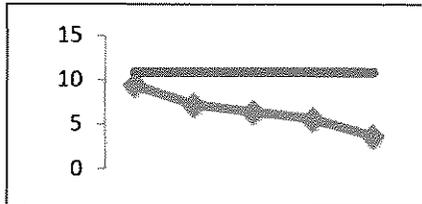
Relative performance to goal

| | | | | |
|------|------|------|------|------|
| 0.97 | 0.91 | 0.91 | 1.00 | 0.97 |
|------|------|------|------|------|



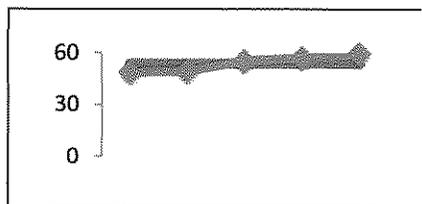
C2.4. Legally free within 6 months for children in care 17 months or longer
 Goal EG 10.9 / Performance
 Relative performance to goal

| Jul09-Dec09 | Oct09-Mar10 | Jan10-Jun10 | Apr10-Sep10 | Jul10-Dec10 |
|-------------|-------------|-------------|-------------|-------------|
| 9.4 | 7.2 | 6.4 | 5.6 | 3.7 |
| 0.86 | 0.66 | 0.59 | 0.51 | 0.34 |



C2.5. Adoption within 12 months after being legally freed
 Goal EG 53.7 / Performance
 Relative performance to goal

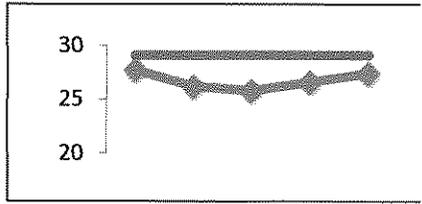
| Jul08-Jun09 | Oct08-Sep09 | Jan09-Dec09 | Apr09-Mar10 | Jul09-Jun10 |
|-------------|-------------|-------------|-------------|-------------|
| 48.8 | 49.4 | 55.3 | 57.0 | 59.3 |
| 0.91 | 0.92 | 1.03 | 1.06 | 1.10 |



Permanency for Children in Long-term Care

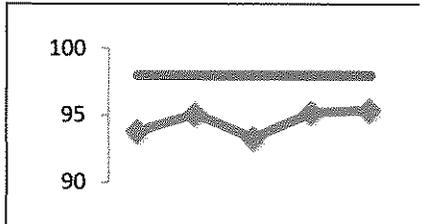
C3.1. Exits to permanency for children in care 24 months or longer
 Goal EG 29.1 / Performance
 Relative performance to goal

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 27.7 | 26.2 | 25.8 | 26.6 | 27.4 |
| 0.95 | 0.90 | 0.89 | 0.91 | 0.94 |



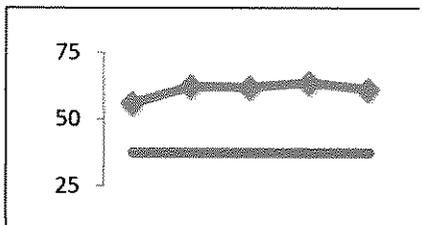
C3.2. Exits to permanency for children exiting foster care and who were legally free for adoption
 Goal EG 98.0 / Performance
 Relative performance to goal

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 93.8 | 95.1 | 93.3 | 95.2 | 95.4 |
| 0.96 | 0.97 | 0.95 | 0.97 | 0.97 |



C3.3. Exits due to emancipation or age of majority and in care 3 years or longer
 Goal EL 37.5 / Performance
 Relative performance to goal

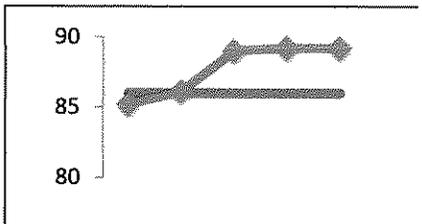
| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 55.9 | 62.3 | 61.9 | 63.6 | 61.1 |
| 0.67 | 0.60 | 0.61 | 0.59 | 0.61 |



Placement Stability

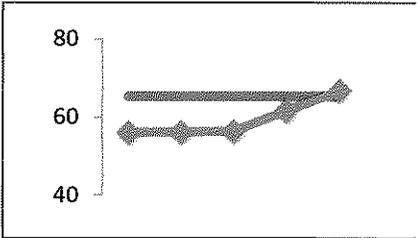
C4.1. Children with two or fewer placements, in care between 8 days and 12 months
 Goal EG 86.0 / Performance
 Relative performance to goal

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 85.2 | 86.1 | 89.0 | 89.2 | 89.2 |
| 0.99 | 1.00 | 1.03 | 1.04 | 1.04 |



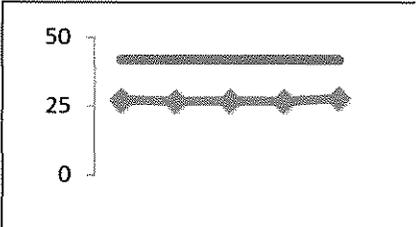
C4.2. Children with two or fewer placements in the life of their case, in care between 12 months and 24 months
 Goal EG 65.4 / Performance
 Relative performance to goal

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 56.1 | 56.2 | 56.4 | 61.6 | 66.8 |
| 0.86 | 0.86 | 0.86 | 0.94 | 1.02 |
| ■ | ■ | ■ | ◆ | ● |



C4.3. Children with two or fewer placements in the life of their case, in care at least 24 months
 Goal EG 41.8 / Performance
 Relative performance to goal

| Jul09-Jun10 | Oct09-Sep10 | Jan10-Dec10 | Apr10-Mar11 | Jul10-Jun11 |
|-------------|-------------|-------------|-------------|-------------|
| 27.2 | 26.8 | 26.9 | 26.8 | 27.9 |
| 0.65 | 0.64 | 0.64 | 0.64 | 0.67 |
| ■ | ■ | ■ | ■ | ■ |



Attachment E- Child Welfare PQCR Executive Summary

Child Welfare selected the topic of permanency as it related to youth in care 18 months or longer with a specific focus on youth placement type for the PQCR. This topic was selected after a review of county data indicated that over half of youth in out-of-home placement have been in care for 18 months or longer with a disproportional over-representation of African American and Hispanic/Latino children and youth. Santa Clara County sought to better understand how children, youth, families and caregivers are supported in achieving permanency and what barriers and challenges exist to undermine permanency efforts.

The cases of 32 children were randomly selected to participate in the PQCR. These 32 children were selected from a larger pool of children, all of whom were dependents at least 18 months or longer. These 32 children were equally divided into two groups and then categorized into the following age groups:

- **Non-Permanency Group** - comprised of 16 dependent children/youth in care for 18 months or longer without an identified Permanency Plan.
 - 4 of these children/youth were 10 years of age or younger
 - 12 of these children/youth were 11 years of age or older
 - Of these 12 children/youth, 8 of them were 15 years of age or older
- **Permanency Group** - comprised of 16 dependent children/youth in care for 18 months or longer with an identified Permanent Plan (Legal Guardianship or Adoption).
 - 5 of these children/youth were 10 years of age or younger
 - 11 of these children/youth were 11 years of age or older
 - Of these 11 children/youth, 7 of them were 15 years of age or older

32 Child Welfare cases were selected for case review, and 10 focus groups were held with stakeholders, foster homes, Child Welfare supervisors and managers, social workers, parents, youth, relative/Non-Relative Extended Family Members (NREFM), Foster Family Agencies (FFA).

Outcomes from the PQCR process highlighted the importance of family and family finding efforts, securing placements with or near family, and encouraging ongoing relationships between the child and his/her family members no matter the distance. All of these reportedly contribute to successful child welfare practice.

Strengths and Promising Practices

- Wrap Around services
- TDMs and Family Group Conferencing
- Promoting ongoing relationships with family members, including those who live out of the county, state or country
- Focus on permanency and ongoing assessment of permanency planning
- Receipt of culturally appropriate and culturally sensitive services and placements – highlighting the work of the Immigration Task Force at DFCS
- Securing placements with or near relatives, NREFMs and/or siblings
- Father engagement – highlighting the recent focus on fatherhood
- Including youth's voice in permanency planning
- Social worker connection and engagement with child, family and placement
- Family finding

- Consistency of placement and/or social worker

Barriers and Challenges in Practice

- Distance of family members
- Multiple social workers and multiple placements
- Caregiver reluctance to move towards permanency
- Lack of concurrent planning from the beginning of the case
- Youth resistance to social worker and permanency plan, particularly associated with permanency plans that work towards foster parent adoption or legal guardianship
- Failure of potential kinship placements due to substance abuse issues, unhealthy family dynamics and caregivers changing their minds about legal guardianship or adoption
- Parent substance abuse and/or mental health issues
- Lack of social worker and/or family understanding of how to move towards adoption. More training on how to have the sometimes difficult discussions about adoption with family members and foster parents would be helpful as would guidelines detailing specific steps for the parents and social workers to take during the adoption process
- Supervision of a case in another state or county
- Challenges and compliance issues with parent, family members and/or care givers. These challenges include parental lack of compliance with case plan involving visitation and sobriety; foster parent and biological parent aggressiveness towards social worker; biological parent making promises to youth that interferes with existing permanency goals; behavioral issues and criminal activity of family members and family caregivers; and disagreements within family about case plan
- Cultural differences

Training Needs

- Social worker cultural sensitivity and cultural competency
- Trauma informed training for social workers to better support parents
- Social worker and caregiver training on how to approach permanency, concurrent planning and adoption
- Father finding and father engagement
- Foster parent/caregiver training on youth development and parenting
- Foster parent/caregiver training on trauma and its effects on youth
- Ongoing social worker training on policies and procedures, availability of resources, roles and responsibilities

Resource Issues

- Lack of family finding options
- Not enough foster care and permanent homes for youth
- Few placements for teenage youth
- Not enough ethnically diverse and culturally sensitive services and placements
- Difficult to access resources for out-of-county placements
- Lack of resources (financial, housing and transportation) for parent
- Lack of desired resources for youth (male therapists, extra-curricular activities)

Documentation

- Evidence of conversations about permanency discussions or concurrent planning not always in case file
- Documentation in CWS/CMS does not always tell the whole story
- Paperwork and CWS/CMS is time consuming and burdensome

Systemic and Policy Changes

- Family finding from the beginning of the case
- Shift in thinking that adoption or legal guardianship is the only answer
- Allow transfer of cases across counties and states
- Develop programming for engaging fathers and hard-to-reach parents
- Improve communication across departments
- Provide training and services to relatives prior to placement

In Santa Clara County's quest to better understand the data and information gleaned through the PQCR process and to make best use of the Quality Improvement and Enhancement Team (QIET) at the Social Services Agency (SSA), further qualitative data analysis was completed on the 32 identified cases from the PQCR. QIET collected aggregate information extracted from completed Social Work Interview Tool narrative sections to be used for further analysis. The first set of findings in this report are based on case background information collected directly from CWS/CMS, as well as information compiled by the assigned social worker of each child's/youth's case. This background information was collected prior to the social worker being interviewed. Information gathered from this data included trends related to: Mental Health Services, Concurrency Agreements, Team Decision Making Meetings (TDM) or Family Conferences, Family Finding Activities, and the average number of social workers for each child/youth. MY TIME/Emancipation Conferences were also examined for the children/youth who were 16 years or older. Significant data gained from this analysis that will be folded into a focus on permanency for the SIP planning process included the following:

- Increased numbers of social workers for those youth not identified with a concurrent plan
- Less mental health services and supports for those youth identified without a concurrent plan
- Over 60% of the youth without a concurrent plan identified, had a concurrent plan at some point in time
- Signed concurrent plans were less frequently obtained when youth resided in Foster Family Agency homes

Additional Information:

Non-Permanency Group (n=16) vs. Permanency Group (n=16)

- **Mental Health Services:** 43.75% of children in the Non-Permanency Group had Mental Health Services vs. 62.5% of children in the Permanency Group.
- **Concurrency Agreements:** There were Concurrency Agreements signed in 62.5% of the Non-Permanency Group at sometime during the course of the case history. 94% of the Permanency Group had signed Concurrency Agreements.
- **TDM or Family Conference:** Were utilized at the same rate by both Groups at 75%.
- **Family Finding:** 25% of the Non-Permanency Group utilized some type of Family Finding activity vs. 38% of the Permanency Group.

- **Number of Social Workers:** Children in Non-Permanency Group had an average of 4.2 social workers. Children in Permanency Group had an average of 2.9 social workers.

In addition, a subsequent topic of the impending challenges regarding youth involved in the dual status process in Santa Clara County was explored with both DFCS and JPD, involving two focus groups comprised of dual status supervisors and managers, and dual status social workers and probation officers to better understand these challenges. The focus groups for Dual Status youth illuminated several difficulties that Child Welfare and Probation face when working together on a dual status case. Lack of understanding of the other department and its role can contribute to communication barriers that inhibit the work. These barriers include feeling uncertain of which department should take the lead on a case and who should intervene when a youth does not comply with his/her service plan.

Attachment F

Child Welfare System

Improvement Plan (SIP)

Summaries

DFCS - SIP

Strategy 1: Disproportionality Strategies

Address and eliminate the over-representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system".
Complete a full analysis to better understand factors related to the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors.

Applicable Information
outcome measures

S1- No Recurrence of
Maltreatment

S2- Timely Emergency
Response Referrals

C1-Timely Family
Reunification

C3-Timely Permanency

Strategy 1A (Also Strategy 2A) - Increase the available slots and capacity to support the increase in demand to serve more children and families in Differential Response -- Path I and II-Additional slots to Latino, African American and API families. By July 2013

Strategy 1D (Also in Strategy 3A) - Revise the design, content and delivery of mandated reporter training. By Spring 2014

Strategy 1I (Also Strategy 4 D) - Increase communication between caregivers and parents to identify best placements, secure necessary supports and improve family engagement. Begin By Fall 2014

Strategy 1F (also Strategy 3D) - Increase collaboration between the community and the Department of Family and Children's Services for the creation and identification of resources needed for families. To begin January 2014

Strategy 1J (Also Strategy 5C) - Enhance parenting education support to improve networks for parents. Completed and in place By Fall 2014

Strategy 1B - Utilization of a Disproportionality Oversight Committee that will meet on a quarterly basis to discuss current trends and progress on SIP goals to address disproportionality. To begin Spring 2013

Strategy 1C - Continue to monitor the over representation of African American and Latino families and address the under representation for Asian American and Caucasian families in DFCS through data analysis and to develop specific goals. By December 2013.

Strategy 1G (also Strategy 3E) - Ensure consistent assessment for referrals for General Neglect, as it relates to cultural implications- given the same risk or protective capacity factors, children or color should be no more likely to enter the child welfare caseload or to exit the child welfare system
By Spring 2014

Strategy 1K (Also Strategy 5E) - Continued participation in CAPP and ensure all staff have the basic framework and understanding of the CAPP philosophies and underlying principles
September 2012 through December 2014

Strategy 1H (Also Strategy 3F) - DFCS to conduct priority hiring of staff for all positions that are culturally and linguistically proficient to serve Latino, African American/African Ancestry, and Asian American children and families.
By Spring 2013

Strategy 1L (Also Strategy 5I) - Increase parent voice in decision making that is reflective of the diverse cultures represented in SCC
Spring 2013

Strategies/Action Steps

DFCS - SIP

Strategy 1: Disproportionality Strategies- PAGE 2 Continued

Address and eliminate the over representation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system".
 Complete a full analysis to better understand factors related to the under representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors.

Applicable Information
 outcome measures

S1- No Recurrence of
 Maltreatment

S2- Timely Emergency
 Response Referrals

C1- Timely Family
 Reunification

C3- Timely Permanency

1M. Determine how to increase the utilization of the DFCS Family Resource Centers for prevention services

1N. As contracts with SSA and DFCS are created or renewed ensure that contract providers have staff at all levels that are representative of the cultures of the families being served and have the capacity and skills sets to serve Latino, African American/African Ancestry and Asian Pacific Islander children and families

1P. Explore possibilities of additional linguistic and culturally specific units and services can be provided throughout the continuum of child welfare.
 Look at the possibility of providing a monetary differential for ensuring the necessary cultural expertise in working with specific cultural groups. Bicultural Certification would involve testing to determine staff's cultural awareness, sensitivity, consistency, and humility as well as having experience in working with African American, Latino, API, or LGBTQ families.

1O. Develop strategies to ensure a diverse workforce at all levels. Targeted recruitment and hiring of staff at all levels, who are reflective of the children and families being served and have the cultural understanding and linguistically are able to serve the population

1Q. CalWORKS/Linkages- SSA Agency will ensure improved linkage for CalWorks and other public benefits that families need to be connected to address factors that impact the economic vulnerabilities and to address the over representation for Latino and African American families.

Strategies/Action Steps

DFCS - SIP

Strategy 2: Prevention and Safety Strategies

Information

Increase the opportunities to support children and families at risk of abuse and neglect before entering the child welfare system and to support those families leaving the child welfare system from returning and to improve family sustainability

Applicable outcome measures

S1 - No Requirement of Maltreatment

S2 - Timely Emergency Response Referrals

C1 - Timely Family Reunification

Strategy 2A - Increase the available slots and capacity to support the increase in demand to serve more children and families in Differential Response – Path I and II. by July 2013.

Strategy 2D - Data analysis to better understand the demographics and causal factors contributing to trends in subsequent maltreatment and maltreatment in foster care. Additional SIP Goals to be created by July 2013

Strategy 2G - CaIWORKS/Linkages- SSA Agency commitment to ensure families are linked to the public benefits they qualify for and that all families are screened for economic vulnerabilities and connected to resources for stability. December 2013

Strategies/Action Steps

Strategy 2B - Evaluate the effectiveness of Differential Response – Path I, II, and IV to better understand the components that contribute to positively support children and families for safety and well-being. Plan to increase those components that are proven effective with additional SIP goals. By January – June 2013

Strategy 2E - Provide an Immigration Certification Training to key identified DFCS staff and community partners including JPD to enhance their skills and expertise so that children and families have legal standing and resources in order to meet their immigration needs. Training to be developed by December 2013 and training to be launched by July 2014

Strategy 2H - Establish a structure for accountability and information sharing for all prevention services that would provide the necessary oversight for feedback and accountability and work in collaboration with the Child Abuse Council. Spring 2013

Strategy 2C - Ensure adequate language and cultural expertise and sensitivity for staff at community based organizations providing Differential Response Services that matches to children and families served. Launch training by December 2013 and completed by December 2014

DFCS - SIP Strategy 3: Safety Strategy

Information

Address and eliminate the over representation of African American/African Ancestry and Latino families and better understand what is behind the under representation for Asian American families for referrals (*) received in DFCS for suspected child abuse and neglect through enhanced collaboration, training, education and accountability between DFCS and its community partners.

Applicable outcome measures

S1 - No Recurrence of Maltreatment

Strategies/Action Steps

Strategy 3A - Revise the design, content and delivery of mandated reporter training By Spring 2014.

Strategy 3B - Provide a regular meeting/training specifically to law enforcement, schools, and medical professionals in Santa Clara County on a twice annual basis in an effort to ensure common understanding of cases and concerns and to ensure a clear understanding of disproportionality. By Spring 2013

Strategy 3C - DFCS to provide at least one point person at the monthly service provider network meetings in an effort to ensure the community is aware of the needs of the families involved in Child Welfare Services. October 2013 to launch

Strategy 3D - Increase collaboration between the community and the Department of Family and Children's Services in an effort to educate the community and work together to enhance community resources that better meet the evolving needs of families. By January 2014

Strategy 3E - Ensure consistent assessment for referrals for General Neglect. Implement system wide training Continue data analysis Ensure a clear definition and response for general neglect referrals. Spring 2014

Strategy 3F - DFCS to continue to fill all positions through hiring well qualified staff that are culturally and linguistically proficient to serve Latino, African American/African Ancestry, and Asian American children and families. Spring 2013

Strategy 3G - Ensure consistent procedures to guide calls are handled in the CAN Center. Provide training and screen to ensure that consistent messaging to callers and consistent use of resources and information provided to callers. December 2013 training & procedures put into place

Strategy 3H - Determine how to increase the utilization of the DFCS Family Resource Centers for prevention services. By January 2015

DFCS - SIP

Strategy 4: Family Reunification and Permanency Strategies

Information

Better utilize formal and informal supports, such as extended family and the faith based community to increase placement with relatives and NREFM, safely support parents and children in family reunification

Applicable outcome measures

S1- No Recurrence of Maltreatment

C1- Timely Family Reunification

G3- Permanency

Strategies/Action Steps

Strategy 4A - Expand Family Finding services and efforts to increase the number of children and youth placed with and develop life-long connections to family. By February 2014.

Strategy 4B - Need to ensure the necessary education and support so that immigrant children and youth are connected with family – nationally and internationally if necessary. This includes both youth in the Child Welfare and Juvenile Probation Systems. By October 2013

Strategy 4C - Increase communication between caregivers and parents to identify best placements, secure necessary supports and improve family engagement. To begin by Fall 2014

DFCS - SIP

Strategy 5: Family Reunification Strategies

Information

DFCS will increase the number of children who are safely reunified with their families through increased support and engagement with parent(s)

Applicable outcome measures

S1 - No Recurrence of Maltreatment

S2 - Timely Emergency Response Referrals

CI - Timely Family Reunification

Strategy 5A - Increased Visitation in a more natural relaxed setting (Re-think visitation)- Increase the number of visits available for children and families in a more natural environment

Strategy 5B - Ensure trauma focused educational services for parents, caregivers and staff

Strategy 5C - Enhance parenting education support to improve participation, learning and natural support networks Parenting – Better Education Support to include consideration of cultural and language for all classes, regardless of the size of the class. completed by Fall 2014

Strategy 5D - Create an a resource directory for parents and caregivers and provide the necessary oversight to manage and keep updated

Strategy 5E - Continued participation in CAPP and ensure all staff have the basic framework and understanding of the CAPP philosophies and underlying principles. September 2012 through July 2013

Strategy 5F - Ensure the active engagement of fathers for all cases and the Agency expectation that fathers will be included and provided the necessary resources and supports. Need overall goal to improve to by end of SIP cycle – January 2018

Strategy 5H - Increase parent voice in decision making Spring 2013

Strategy 5I - Continue to support the development and delivery of training to increase staff's ability to engage with the families around difficult/courageous conversations and to support work with families regarding trauma. June 2014

Strategies/Action Steps

DFCS - SIP

Strategy 6: Permanency Strategies

Information

Increase the number of youth in guardianships and children/youth adoption placements and eliminate the barriers to support a stable placement for children/youth

Applicable outcome measures

CT-Timely Family Reunification

CT-Permanency

Strategies/Action Steps

Strategy 6A - Ensure the on-going support for post adoption and guardianship families through. By December 2014

Strategy 6B - Ensure concurrent plans for all children and youth and the tracking and monitoring of these plans in order to develop individual plans for children and families aligned with agency strategic goals. completed by January 2014

Strategy 6C - Create new assignment to track and monitor all external home study activities through completion. This position would be gatekeeper for timely completion of home studies being conducted by ICPC, FFA, out of county. This position would also be the adoption home study coach March 2014

Strategy 6D - Permanency Coordinator/Social Workers to be trained in having conversations with youth about permanency—Guardianship and Adoption prior to any TDM meetings. We need to do a better job of finding out what adoptions means to each child/youth.

Strategy 6E - Include an adoption social worker or permanency coordinator in Team Decision Making Meetings (TDMs) for children who are legally freed.

Strategy 6F - Ensure Open adoptions whenever possible through education of staff and coaching for the potential adoptive caregiver

DFCS - SIP

Strategy 7: Permanency and Family Reunification Strategy

Information

Increase efforts to support children's well-being in order to stabilize and support children/youth in placement and support parent's reunifying with their children

Applicable outcome measures

C1-Timely Family Reunification

C3-Permanency

Strategies/Action Steps

Strategy 7A - Need to make education a priority- Increase educational support for youth in care to support each student reaching their full educational potential and increasing the graduation rates. Add an additional support social worker to the Educational Rights Project. One to focus on preschool through Middle school and the other to become the expert on high school through post secondary education- now that DFCS is serving youth in extended foster care through age 21.

Strategy 7B - Increase partnership with public health, mental health and First 5 to support at risk families including the following:
 Children Birth through age 5
 Parents Under the age of 24 ↓
 Medically fragile/special needs children
 Teen parents
 Parents with disabilities

Strategy 7C - Establish a workgroup with mental health to identify the gaps, strengths and barriers to consider creative alternatives to increase mental health services for children and parents.

County Executive- SIP Strategy 1

Information

Address and eliminate the over representation of African American/African Ancestry and Latino families

Applicable outcome measures

S1- No Recurrence of Maltreatment

S2- Timely Emergency Response Referrals

C1- Timely Family Reunification

C3- Timely Permanency

Strategies/Action Steps

**Strategy 1:
Create an Office of Cultural Competency for Children's Services**

This new Office will reside within the Office of the County Executive and will be directed by a leader that reports directly to the County Executive. The Director of the Office will be responsible for the county wide implementation of policies and programs that address that racial and ethnic disparity that currently exists within our County services. The Director will assure that the issues of equity are dealt with in a manner that adheres to programmatic requirements and addresses equity as a critical priority countywide.

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

DISPROPORTIONALITY OUTCOME MEASURE

Priority Outcome Measure or Systemic Factor:

- Address and eliminate the overrepresentation of African Ancestry and Latino families, as defined as “Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system”.
- Complete a full analysis to better understand factors related to the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors.
- Continue to actively monitor representation for all children within the Child Welfare System in an effort to monitor disproportionality at all times.

State of California Performance:

According to the UC Berkeley data, African American/African Ancestry and Native American children are over represented in child welfare compared with their presence in the overall population, while White, Latino, and Asian American children are under-represented. In California, African Ancestry children are 5.5% of the population, Asian American children are 11%, Latino children are 52%, Native American children are .4%, and Whites are 27%.

In California’s Child Welfare population, African American/African Ancestry children represent over 14% of the referrals received and over 20% of the cases opened each month, Native American children 1%, White children are 28%, Latino children have 43% of referrals received and represent over 50% of the % of cases opened and Asian Children represent 4% of the referrals and 3% of the cases opened each month. For the State of California the percentages of referrals and cases by ethnicity has remained constant during the past year. There continues to be a substantially higher percentage of African American and Hispanic children with open cases as compared to referrals.

| % (#) of Referrals Received By Ethnicity State of California | | | | |
|--|-------------|-------------|-------------|-------------|
| | 9/12 | 6/12 | 3/12 | 12/11 |
| African American | 14% (4449) | 14% (3957) | 14% (4869) | 14% (3856) |
| Latino | 43% (14014) | 43% (11797) | 44% (15659) | 43% (11575) |
| Asian/Pacific Islander | 4% (1135) | 3% (946) | 4% (1402) | 4% (957) |
| White | 28% (9169) | 29% (8050) | 28% (10158) | 30% (8002) |

From SafeMeasures Data

| % (#) of Cases Open In Specified Month By Ethnicity State of California | | | | |
|---|-----------|-----------|-----------|-----------|
| | 9/12 | 6/12 | 3/12 | 12/11 |
| African American | 21% (401) | 21% (331) | 21% (391) | 21% (321) |

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

| | | | | |
|-------------------------------|------------|------------|------------|-----------|
| Latino | 52% (1109) | 52% (1021) | 52% (1180) | 52% (910) |
| Asian/Pacific Islander | 3% (78) | 3% (78) | 3% (108) | 3% (79) |
| White | 25% (600) | 29% (593) | 27% (622) | 28% (525) |

From SafeMeasures Data

These numbers do not change much when you look at the % by allegations or if you look at the data by % of children entering into foster care, there are still disproportionate rates for Latino and African American/African Ancestry children as represented in 2011 by 19% of the population and 50% Latino children and only 3% Asian/Pacific Islander children.

| % of Allegations By Ethnicity State of California | | | | |
|--|--------------|--------------|--------------|--------------|
| | 2011 | 2010 | 2009 | 2008 |
| African American | 15% (65106) | 15% (66588) | 15% (65970) | 15% (67954) |
| Latino | 53% (233472) | 53% (238173) | 53% (234254) | 53% (240234) |
| Asian/Pacific Islander | 4% (16604) | 4% (16870) | 4% (17259) | 4% (18377) |
| White | 27% (117934) | 27% (120415) | 27% (120571) | 28% (125423) |

From UC Berkeley Data Disparity Indices

| % of Entries to Foster Care By Ethnicity State of California | | | | |
|---|-------------|-------------|-------------|-------------|
| | 2011 | 2010 | 2009 | 2008 |
| African American | 19% (5598) | 19% (5789) | 20% (6398) | 21% (6747) |
| Latino | 50% (15126) | 51% (15584) | 50% (15895) | 49% (16241) |
| Asian/Pacific Islander | 3% (892) | 3% (785) | 3% (971) | 3% (1070) |
| White | 26% (7912) | 27% (8155) | 25% (7975) | 26% (8409) |

From UC Berkeley Data Disparity Indices

Santa Clara County Current Performance:

According to UC Berkeley data, Santa Clara County's child population is comprised of 2% African Ancestry/African American, 31% Asian, 37% Latino, 0.2% Native American, and 23% White.

In comparison in the child welfare population for Santa Clara County for entries into foster care, 11% are African Ancestry, 1% are Native American, 16% are White, 66% are Latino and 6% are Asian. (See table below for entries into foster care.)

The State has a significantly higher representation of African American children (14% referrals received 21% cases) compared to the African American child population of the State (6% from UC Berkeley

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

data), for Santa Clara County 8% referrals received and 9% opened cases each month, but 11% entries for children into foster care system for 2011. For Latino children (43% referrals and 52% cases), the representation is somewhat lower for children with referrals and about the same for children with open cases as compared to the overall State child population (51% from UC Berkeley data).

For Santa Clara County, the % is higher for Latino children (58% referrals and 61% cases opened each month). The percentage representation of Asian children for both referrals and cases has remained steady at 3-4% for the State, as compared to the overall Asian child population of the State at 11%. Santa Clara County has a slightly higher representation of Asian/Pacific Islander children at 12% for both referrals and cases than the state.

| % of Referrals Received By Ethnicity Santa Clara County | | | | |
|--|-------------|-------------|-------------|--------------|
| | 9/12 | 6/12 | 3/12 | 12/11 |
| African American | 8% (66) | 8% (50) | 8% (71) | 10% (77) |
| Latino | 58% (487) | 55% (360) | 55% (519) | 59% (446) |
| Asian/Pacific Islander | 12% (105) | 11% (73) | 14% (131) | 13% (95) |
| White | 18% (154) | 24% (158) | 20% (193) | 16% (121) |

From SafeMeasures Data

There has been a slight downward trend in the number of referrals for African Americans and Asian/Pacific Islander families between the period of 12/11 and 9/12 in Santa Clara County. For Latino families, the percentage of referrals and cases has remained relatively static during the time period. African American children represent 2% of the child population of Santa Clara county (2010 US Bureau of the Census) and 9-12% of the child welfare population for the county when looking at numbers of opened cases each month and the number of children in foster care. Latino children represent 39% of the child population of the county and 66-67% of the child welfare population when you look at % of cases opened in a specific month or the % of children in foster care. Asian/Pacific Islander children represent 33% of the county's child population, but only 12% of the cases opened in a specific month or 7% of entries into foster care.

| % of Cases Open In Specified Month By Ethnicity Santa Clara County | | | | |
|---|-------------|-------------|-------------|--------------|
| | 9/12 | 6/12 | 3/12 | 12/11 |
| African American | 15% (11) | 6% (3) | 8% (7) | 6% (4) |
| Latino | 52% (38) | 63% (30) | 57% (49) | 71% (47) |
| Asian/Pacific Islander | 15% (11) | 10% (5) | 9% (8) | 14% (9) |
| White | 18% (13) | 19% (9) | 24% (21) | 9% (6) |

From SafeMeasures Data

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

| % of Allegations By Ethnicity Santa Clara County | | | | |
|---|-------------|-------------|-------------|-------------|
| | 2011 | 2010 | 2009 | 2008 |
| African American | 8% (1055) | 8% (1033) | 8% (1059) | 8% (1177) |
| Latino | 60% (7561) | 59% (7387) | 59% (7699) | 59% (8160) |
| Asian/Pacific Islander | 12% (1495) | 11% (1426) | 13% (1633) | 12% (1702) |
| White | 19% (2415) | 21% (2552) | 20% (2594) | 20% (2774) |

From UC Berkeley Data Disparity Indices

| % of Entries to Foster Care By Ethnicity Santa Clara County | | | | |
|--|-------------|-------------|-------------|-------------|
| | 2011 | 2010 | 2009 | 2008 |
| African American | 11% (80) | 11% (75) | 13% (94) | 10% (102) |
| Latino | 66% (461) | 63% (426) | 62% (425) | 63% (623) |
| Asian/Pacific Islander | 6% (39) | 7% (50) | 7% (52) | 8% (78) |
| White | 16% (115) | 19% (126) | 17% (118) | 18% (178) |

From UC Berkeley Data Disparity Indices

In Santa Clara County, the percentage of referrals received and the % of cases opened per ethnicity for Latino and African American/African Ancestry children and families have remained consistently high at a disproportionate number. In the child welfare population for September 2012, Santa Clara County percentages of ethnicities for referrals are at 8% for African American/African Ancestry; 12% for Asian/Pacific Islander; and 58% for Latino families in comparison to 15% African American/African Ancestry for open cases, 15% for open cases for Asian/Pacific Islander and 52% for Latino families.

Target Improvement Goal:

1. Address and eliminate the overrepresentation of African Ancestry and Latino families, as defined as "Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system".
2. Complete a full analysis to better understand factors related to the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County and then work closely with those API groups to appropriately address those factors.

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

3. Better understand what is behind the under-representation for Asian American families by looking at each individual Asian cultural group represented in Santa Clara County.
4. Ensure adequate resources and supports that are culturally and linguistically appropriate for all children and families served.

REUNIFICATION OUTCOME MEASURE

Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months (exit cohort). Of all children discharged from foster care to reunification during the year, who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?

Federal Standard: 75.2%

Current Performance: According to the data provided by SafeMeasures for the period between 10/1/11 and 9/30/12, in Santa Clara County Child Welfare 74% of children who were in foster care for 8 days or more were reunified in less than 12 months. By ethnicity, 94.1% (16) of Asian/Pacific Islander children were reunified in less than 12 months during the same time period. 76.2% (173) of Latino children, 52.9% (18) of African Ancestry children, and 71.6% (48) of White children were likewise reunified in less than 12 months.

Target Improvement Goal: The county will improve performance on this measure from 74% (256 children) to 82% (284 children). This improvement can be obtained from a 30% (28 children) shift of children who reunify in more than 12 months to reunifying in less than 12 months.

REUNIFICATION OUTCOME MEASURE

Priority Outcome Measure or Systemic Factor: C1.3 Reunification Within 12 Months (6 Month Entry Cohort). Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?

Federal Standard: 48.4%

Current Performance: According to the data provided by SafeMeasures for the period between 4/1/11 and 9/30/11, in Santa Clara County Child Welfare 47.5% of children who had first entries to foster care for 8 days or more were reunified in less than 12 months. By ethnicity, 53.8% (7) of Asian/Pacific Islander children were reunified in less than 12 months during the same time period. 47.3% (69) of Latino children, 55.0% (11) of African Ancestry children, and 44.2% (19) of White children

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

were likewise reunified in less than 12 months.

Target Improvement Goal: The county will improve performance on this measure from 47.5% (106 children) to 63.2% (141 children). This result can be obtained from a 30% (35 children) reduction of children with first entries into foster care of 8 days or more and still in care at 12 months.

RE-ENTRY OUTCOME MEASURE (Although, Santa Clara County has done well in improvement in Family Reunification over the last several years, this outcome goal is being included in the efforts towards improvements in permanency, as Santa Clara County's mission and goal is to increase the likelihood of children residing with parents, returning with parents or residing with relatives/NREFM if they are unable to return home.)

Priority Outcome Measure or Systemic Factor: C1.4 Reentry within 12 months following Reunification. Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

Federal Standard : 9.9%

Current Performance: According to the data provided by UC Berkeley for the period between 10/1/10 and 9/30/11, in Santa Clara County Child Welfare **14.1%** of children who reunified had a reentry to care within 12 months. By ethnicity, 0.0% (0) of Asian/Pacific Islander children reentered care in less than 12 months during the same time period. 14.2% (41) of Latino children, 18.3% (11) of African Ancestry children, and 15.9% (8) of White children likewise reentered care in less than 12 months.

Target Improvement Goal: The county will improve performance on this measure from 14.1% (65 children) to 8.5% (39 children). This result can be obtained from a 40% (26 children) reduction of children who reunified and had a reentry to care within 12 months.

NO RECURRENCE OF MALTREATMENT OUTCOME MEASURE

Priority Outcome Measure or Systemic Factor: S1.1 No recurrence of maltreatment within 6 months of a substantiated maltreatment allegation. Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

Federal Standard : 94.6%

Current Performance: According to the data provided by UC Berkeley for the period between 10/1/11 and 3/31/12, in Santa Clara County Child Welfare **89.6%** of children who had a substantiated maltreatment allegation did not have a recurrence of maltreatment within the following 6 months. By ethnicity, 92.3% (72) of Asian/Pacific Islander children did not have a recurrence of maltreatment within 6 months during the same time period. 88.4% (526) of Latino children, 90.5% (38) of African Ancestry children, and 91.4% (159) of White children likewise did not have a recurrence of maltreatment within 6 months.

Attachment G: Santa Clara County 5-Year SIP Matrix Chart 2013-2018

Target Improvement Goal: The county will improve performance on this measure from 89.6% (806 children) to 93.9% (844 children). This result can be obtained from a 40% (38 children) reduction in the number of children who have a recurrence of maltreatment within 6 months following a substantiated maltreatment allegation.

PERMANENCY OUTCOME MEASURE

Priority Outcome Measure or Systemic Factor: C3.1 Exits to Permanency (24 months in care). Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

Federal Standard : 29.1%

Current Performance: According to the data provided by UC Berkeley for the period between 10/1/11 and 9/30/12, in Santa Clara County Child Welfare **26.7%** of children who were in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year and prior to turning 18. Included in this percentage are children who exited to reunification, adoption, and guardianship. Not included are children who exited to non permanency or were still in care. By ethnicity during the same time period, 10.5% (2) of Asian/Pacific Islander children who were in foster care on the first day of the year exited to a permanent home by the end of the year and prior to turning 18. 31.5% (74) of Latino children, 15.1% (8) of African Ancestry children, and 21.4% (15) of White children likewise exited to a permanent home by the end of the year and prior to turning 18.

Target Improvement Goal: The county will improve performance on this measure from 26.7% (102 children) to 56.0% (214 children). This result can be obtained from a 40% (112 children) reduction in the number of children who are still in care.

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| <p>Strategy 1: <i>Disproportionality Strategies</i></p> <p>(1) Address and eliminate the overrepresentation of African American and Latino families in an effort to achieve parity. (*)</p> <p>(2) Address the under-representation for Asian American and Caucasian families in DFCS in both referrals received for suspected child abuse and neglect and those children and families who are already involved with open cases in Child Welfare in Santa Clara County. (*)</p> <p>(*) These goals to be accomplished through data analysis and engagement with representatives of the cultural groups affected.</p> | <p><input type="checkbox"/> CAPIT</p> <p><input checked="" type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> Other-</p> <p>county to look at additional funding sources to support these strategies</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1- No Recurrence of Maltreatment</p> <p>S2- Timely Emergency Response Referrals</p> <p>C1- Timely Family Reunification</p> <p>C3- Timely Permanency</p> |
| <p>Action Steps:</p> | | <p>Timeframe:</p> <p>By July 2013</p> |
| <p>Strategy 1A (Also Strategy 2A for Prevention Goals)</p> <p>Increase the available slots and capacity to support the increase in demand to serve more children and families in Differential Response – Path I and II.</p> <p>(Increased slots should ensure available opportunities for the following at risk populations: Latino families, African American/African Ancestry families, API families, young parents ages 18-24, Immigrant families, parents struggling with Mental Health, Developmental Delays, substance abuse issues and battling domestic violence and those parents who have children 6 to 18 years of age with behavioral, medical, developmental, or mental health concerns.)</p> | | <p>Person Responsible:</p> <p>Differential Response Coordinators and CAN Center and Front End Program Manager</p> |

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| | | <ul style="list-style-type: none"> • DR allocation to be increased as follows based on the demand over the past year of approximately 30 families on the wait list at any given time and the number of referrals DFCS receives: (1) Add 50 additional slots for Latino families each fiscal year; (2) Add 25 additional slots for African American families each fiscal year; (3) Add 25 additional slots for all other families ensuring language and cultural expertise to support Latino, African American and the diverse Asian and Pacific Islander families. • Re-evaluation of slots allocated and the progress of DR to be assessed at 6-month intervals. • Add Family Flex funds for \$500 per family to be used as a prevention tool to support the family's immediate needs, as determined to be a need to have emergency dollars readily available to support these families at risk. • Ensure the necessary bus passes and token allocation for all families with transportation barriers involved in DR in an effort for families to access prevention and family support resources. • Need to address the shortage in childcare resources by providing childcare needs for all families referred to DR so that families can take advantage of DR services. |
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| <p>Strategy 1B Work with an oversight committee comprised of key community persons representative of the Latino, African American/African Ancestry and several of the Asian American community groups that will meet with Santa Clara County SSA and DFCS Executive Management and SIP oversight members, as well as employee groups and designated community based organizations on a quarterly basis to discuss current trends and progress on SIP goals to address disproportionality. This committee will be responsible for any additional goals aimed at addressing disproportionality for the specific cultural groups and will coordinate all efforts with the newly created Office of Juvenile Services Equity.</p> | <p>To begin Spring 2013</p> | <p>SSA Director to take leadership role in working with the Disproportionality Oversight Committee DFCS Director, Deputy Director and Administrative SIP Manager</p> |
| <p>Strategy 1C Continue to monitor the overrepresentation of African American and Latino families and address the under-representation for Asian American and Caucasian families in DFCS through data analysis and to develop specific goals through data analysis to fold into the SIP:</p> <ul style="list-style-type: none"> • DFCS to continue to contract with Mission Analytics for concentrated data analysis regarding disproportionality to be updated on a minimum quarterly basis. • Data results to be shared through the Children of Color Task Force and other identified groups in order to identify any additional specific SIP goals to be developed by December 2013 to address disproportionality in each of the respective | <p>December 2013 for the identification of additional SIP goals</p> | <p>DFCS Agency Director and SSA Director</p> |

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| <p>cultural groups reflective for Santa Clara County- including: (1) Latino families; (2) African America/African Ancestry families; (3) Asian American families; and (4) Caucasian families.</p> | | |
| <p>Strategy 1D (Also in Strategy 3A for Safety Goals)</p> <p>Revise the design, content and delivery of mandated reporter training in the following ways:</p> <ul style="list-style-type: none"> • Enhance curriculum to include education about: (1) disproportionality in Santa Clara County; (2) bias in work with children and families and (3) exploring the impact of poverty, cultural values and barriers to services. • Include SCC CAN center staff (Child Abuse and Neglect Call Center staff) in the discussion and planning of curriculum enhancements. • Develop a "Train the Trainer" model for efficient delivery of the training to a broad array of mandated reporters. • Include a partner trainer from the Parent Advocate Program or Parent Advisory Board- Parents Encouraging Parents. • Include Cultural Experts in the curriculum development and training. Curriculum Development to be contracted with cultural experts in the field. • Ensure this goal is in alignment with the work through the Child Abuse Council to improve mandated reporter training and messaging to the community. | <p>By Spring 2014</p> | <p>CAN Center Manager and Staff Development</p> |

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| <p>Strategy 1F (Also Strategy 3D)</p> <p>Increase collaboration between the community and the Department of Family and Children's Services in an effort to educate the community and work together to enhance community resources that better meet the evolving needs of families, specifically to address issues of disproportionality for the over-representation of Latino and African American/African Ancestry families and the under-representation for Asian American and Caucasian families.</p> <ul style="list-style-type: none"> • Complete a community assessment to better understand needs. • Ensure CAN Center workers are aware of the current community resources. • Involve consumers and the community to improve DFCS services from the diverse cultural communities that comprise Santa Clara County. • Ensure key leaders in the Latino, African American, and Asian Pacific Islander community are engaged and willing to help support a community assessment of needed resources. • Link with resource directory being created. • This strategy should link with the goal to meet on a quarterly basis with the community about resource needs. • Increased collaboration to be ranked through a baseline assessment of resources and an annual assessment of available resources as assessed by parents, youth, and families. | <p>To be completed by January 2014</p> | <p>CAN Center manager and Staff Development</p> |
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| <p>Strategy 1G (Also Strategy 3E) Ensure social workers provide consistent assessment for referrals for General Neglect, as it relates to cultural</p> <ul style="list-style-type: none"> • Implement system wide training –Signs of Safety/Safety Organized Practice for all DFCS staff and Differential Response community providers in an effort to identify true harm from complicating factors that may be causing risk. • Data analysis indicates that a major factor in the phenomena of overrepresentation is related to family stress variables. General neglect assessments must look at the impact of family stress variables related to poverty, number of children, and age of parent and to ensure linkages to the resources to address these stresses. • Continue data analysis to better understand those cases confirmed as General Neglect. • Front End Manager to complete bi-annual random review of General Neglect cases. • Ensure a clear definition and response for general neglect referrals. | <p>Completed by Spring 2014</p> | <p>Front End DFCS Program Manager and Staff Development</p> |
| <p>Strategy 1H (Also Strategy 3F) DFCS to conduct priority hiring of staff for all positions that are culturally and linguistically proficient to serve Latino, African American/African Ancestry, and Asian American children and families.</p> | <p>Spring 2013</p> | <p>DFCS Administration Manager, Code Control Analyst and SSA HR</p> |

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| <p>Strategy 1I (Also Strategy 4 D) Increase communication between caregivers and parents to identify best placements and to secure the necessary supports and improve family engagement through the following:</p> <ul style="list-style-type: none"> Expanded use of (1) Team Decision Making meetings that occur before removals of children, (2) Transition Meetings for any placement decisions on cases and (3) Icebreaker Meetings held in natural community settings that are reflective of families cultural identities and supports in the community (e.g., schools, churches or CBOs) and at times that are convenient for families (e.g., weekends and evenings). By July 2013, include analysis of the current number of these occurring and the # to increase each year for the 5 year time period and link with the family finding goal. Develop Orientation classes for caregivers (similar to the Parent Orientation class to ensure relatives and caregivers understand the “system”) and a drop-in support group that takes language into consideration. | <p>To begin by Fall 2014</p> | <p>Family and Permanency Manager and Family Resource Center Manager</p> |
| <p>Strategy 1J (Also Strategy 5C) Enhance parenting education to improve participation and learning and natural support networks for parents. Improved Education Support to</p> | <p>To be completed and in place by Fall 2014</p> | <p>Family Resource Center Manager and DFCS Contracts Manager</p> |

include consideration of cultural and language for all classes, regardless of the size of the class.

- Identify research based parenting programs that promotes learning with both parents and children involved- example: Celebrating Families, a program that is supportive of families from different cultures
- Increased in-home parenting training
- Add additional contract services to provide in-home parenting.
- Tailor classes to meet families' individual needs .
- Ensure opportunities for families that may not have common language needs- specifically American Sign Language (ASL) and Korean needs and ensure adequate Spanish. Speaking classes to meet demand
- Ensure the necessary available classes in South County.
- Look at open-ended classes where parents can join a class at any time and the availability to make up classes.
- Ensure childcare and support is available at the same location as the classes being provided. Increase contract for child care to ensure full

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| <p>childcare needs for parents in classes.</p> <ul style="list-style-type: none"> • Continue to partner with Mental Health and First 5 in the county-wide initiative implementation of the evidence based, Best Practice Triple P parenting program. • Need to modify existing contracts for parenting classes and create additional contracts for additional classes. • Need analysis of need and demand to be conducted by Fall 2013. | | |
| <p>Strategy 1K (Also Strategy 5E) DFCS to continue participation in the California Partners for Permanency Project (CAPP) and ensure all staff have the basic framework and understanding of the CAPP philosophies and underlying principles (See attached description of CAPP philosophies and practice behaviors and Signs of Safety Organized Practice)</p> <ul style="list-style-type: none"> • Continue the use of CAPP training- Ensuring all staff are trained and participate toward true engagement with families. • Develop and deliver training that will increase staffs knowledge of the importance of teaming with families and the community, and practice strategies of teaming to increase ability to support the family and their identified support system. (Engagement). • Ensure community based organizations | <p>September 2012 through December 2014</p> | <p>CAPP Manager, DFCS Director and Staff Development</p> |

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| <p>working with DFCS are trained in the universal practice principles and philosophy that guides children & family services in Santa Clara County. Ensure agencies have an understanding of the practice behaviors they are expected to demonstrate when working with children & families.</p> <ul style="list-style-type: none"> Evaluate and put the necessary structure in place to ensure the CAPP initiative is successful and that this initiative will be expanded and support all children and families. | | |
| <p>Strategy 1L (Also Strategy 5I)</p> <p>Increase parent voice in decision making that is reflective of the diverse cultures represented in SCC</p> <ul style="list-style-type: none"> Support the Parent Advisory Board- Parents Encouraging Parents with a diverse membership representative of the families in SCC. Begin a drop-in support group for birth parents- available for mothers only, fathers only or couples –ensure language capability to include all families. New contract must be developed and launched for FY 2013-2014. Revive the Youth Advisory Board to ensure a strong youth voice representative of the diverse membership of youth in SCC. Ensure that these representatives have a voice in the SIP and all other decision making | <p>Spring 2013</p> | <p>DFCS Administrative Support Manager, DFCS Deputy Director and Manager for oversight for the Parent Advisory Board</p> |

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| <p>initiatives and activities within DFCS.</p> | | |
| <p>Strategy 1M. Determine how to increase the utilization of the DFCS Family Resource Centers for prevention services</p> <ul style="list-style-type: none"> • Look at the classes and programs offered at the Family Resource Centers that could be offered to the community for prevention. • Create a time limited workgroup that will ensure the full utilization of the staff and resources of the different cultural infrastructures that exist at the current San Jose Family Resource Center – Nuestra Casa, Ujirani, and Asian Pacific Islander Family Resource Center and ensure services include prevention, intervention and tertiary services that the staff providing services reflect the communities being served. • Look at different structures that exist for Alameda and in South County collaboration for resource centers to see if replication would be possible for Santa Clara County. • Partnership with FIRST 5 Santa Clara County for better utilization of the Family Resource Centers and ensure all children birth through age 5, who are involved with the Child Welfare System receive developmental and social/emotional screenings and referrals to developmentally appropriate services from a Public Health Nurse. (This action step should | <p>January 2015</p> | <p>First 5, DFCS Administration, Family Resource Center Manager</p> |

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| link to Strategy 21.) | | |
| <p>Strategy 1N. As contracts with SSA and DFCS are created or renewed ensure that contract providers have staff at all levels that are representative of the cultures of the families being served and have the capacity and skills sets to serve Latino, African American/African Ancestry and Asian Pacific Islander children and families</p> | June 2014 | SSA Contracts and DFCS Administration Manager |
| <p>Strategy 1O. Develop strategies to ensure a diverse workforce at all levels.</p> <ul style="list-style-type: none"> • Targeted recruitment and hiring of staff at all levels, who are reflective of the children and families being served and have cultural proficiency and linguistically are able to serve the population. • Utilization of Cultural Excellence Committee, employee groups and representatives from the Latino, African American and different API communities to help with targeted recruitment in an effort to secure staff who have the linguistic and cultural expertise to support children and families. • Ensure the necessary training and support to promote leadership development and leadership opportunities representative of the families being served. | Starting February 2013 | DFCS Administration Project Manager and SSA HR and ESA |

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| <p>Strategy 1P. Explore possibilities of additional linguistic and culturally specific units and services can be provided throughout the continuum of child welfare.</p> <p>Look at the possibility of providing a monetary differential for ensuring the necessary cultural expertise in working with specific cultural groups. Bicultural Certification would involve testing to determine staff's cultural awareness, sensitivity, consistency, and humility as well as having experience in working with African American, Latino, API, or LGBTQ families.</p> | <p>December 2013</p> | <p>DFCS Director and SSA Director</p> |
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| <p>Strategy 2: <i>PREVENTION & SAFETY STRATEGY</i></p> <p>Increase the opportunities to support children and families at risk of abuse and neglect before entering the child welfare system and to support those families leaving the child welfare system from returning and to improve family sustainability.</p> <p>This will be accomplished through increased community awareness of child abuse prevention and intervention and through the development or further promotion of innovative prevention strategies.</p> | <input checked="" type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1- No Recurrence of Maltreatment S2- Timely Emergency Response Referrals C1-Timely Family Reunification</p> |
| <p>Action Steps:</p> <p>Strategy 2A. Increase the available slots and capacity to support the increase in demand to serve more children and families in Differential Response – Path I and II. (Increased slots should ensure available opportunities for the following at risk populations: Latino families, African American/African Ancestry families, API families, young parents ages 18-24, Immigrant families, parents struggling with Mental Health, Developmental Delays, substance abuse issues and battling domestic violence and those parents who have children 6 to 18 years of age with behavioral, medical, developmental, or mental health concerns.)</p> | | <p>Timeframe:</p> <p>By July 2013</p> |
| <p>Person Responsible:</p> <p>Differential Response Coordinators and Program Manager</p> | | |

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| | | <ul style="list-style-type: none"> • DR allocation to be increased as follows based on the demand over the past year of approximately 30 families on the wait list at any given time and the number of referrals DFCS receives: (1) Add 50 additional slots for Latino families each fiscal year; (2) Add 25 additional slots for African American families each fiscal year; (3) Add 25 additional slots for all other families ensuring language and cultural expertise to support Latino, African American and the diverse Asian and Pacific Islander families. • Re-evaluation of slots allocated and the progress of DR to be assessed at 6-month intervals. • Add Family Flex funds for \$500 per family to be used as a prevention tool to support the family's immediate needs, as determined to be a need to have emergency dollars readily available to support these families at risk. • Ensure the necessary bus passes and token allocation for all families with transportation barriers involved in DR in an effort for families to access prevention and family support resources. • Need to address childcare needs for families referred to DR. |
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| <p>Strategy 2B. Evaluate the effectiveness of Differential Response – Path I, II, and IV to better understand the components that contribute to positively support children and families for safety and well-being. Plan to increase those components that are proven effective with additional SIP goals.</p> | <p>January-June 2013</p> | <p>Differential Response Coordinators and Manager</p> |
| <p>Strategy 2C. Ensure adequate language and cultural expertise and sensitivity for staff at community based organizations providing Differential Response Services that matches to children and families served.</p> <ul style="list-style-type: none"> • All agencies serving families through DR must demonstrate “cultural expertise” and must have staffing that matches the population being served. Changes to contract language and RFP language that reflects this shift will be incorporated. • Evaluate all current Request for Proposals (RFP)s and contracts to ensure standard language that reflects staffing levels that ensure staff at CBO’s are “highly proficient” or have expertise in resources and in working with African Ancestry/African American, Latino and Asian American families. • All community based agencies providing DR to be trained in the | <p>Launch training by December 2013 and completed by December 2014</p> | <p>Differential Response Coordinators and Manager and SSA Contract Manager and Staff Development</p> |

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| <p>universal practice, principles and philosophy that guides children & family services in Santa Clara County. Ensure agencies have an understanding of the practice behaviors they are expected to demonstrate when working with children & families.</p> <ul style="list-style-type: none"> • Train Community Based Organizations (CBOs) in Trauma Informed Practice. | | |
| <p>Strategy 2D. Data analysis to better understand the demographics and causal factors contributing to trends in subsequent maltreatment and maltreatment in foster care. This informational SIP goals to address up to 3 additional SIP goals to address subsequent maltreatment and maltreatment in foster care.</p> | <p>Additional SIP Goals to be created by July 2013</p> | <p>Contract with Sphere for Data Analysis DFCS/SSA Contracts</p> |
| <p>Strategy 2E. Provide an Immigration Certification Training to key identified DFCS staff and community partners including JPD to enhance their skills and expertise so that children and families have legal standing and resources in order to meet their immigration needs.</p> <p>Utilize staff development to collaborate and implement training.</p> | <p>Training to be developed by December 2013 and training to be launched by July 2014</p> | <p>Immigration Committee in conjunction with Staff Development</p> |
| <p>Strategy 2G. CalWORKS/Linkages- SSA Agency will ensure improved linkage for CalWorks and other public benefits that families need to be</p> | <p>December 2013</p> | <p>Linkages committee manager from DFCS and DEBS in collaboration with the Emergency Response Manager. This strategy to be</p> |

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| <p>connected to address factors that impact the economic vulnerabilities and to address the over-representation for Latino and African American families.</p> <ul style="list-style-type: none"> No less than quarterly meetings with Child Welfare- Department of Family and Children's Services (DFCS), Department of Employment and Benefits (DEBS), community persons and key stakeholders to review services, data and procedures and make the necessary changes to increase the number of families connected to and receiving CalWorks. Ensure the necessary procedures and supports for Emergency Response Social Workers to consistently include in their comprehensive assessment the economic needs and resources of families. For potentially eligible families, follow the protocol to link clients for expedited CalWORKs services at the Benefits Application Center. Families connected to DFCS will be prioritized and procedures will be put in place to ensure this priority. Track the number of families served through the above Linkages strategies | | <p>championed by the SSA Director to set the directive.</p> |
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| <p>as an indicator of increased access to available economic support resources and to ensure that these services are having an impact.</p> <p>All strategies noted above should result in improved access for eligible families and the proportional of families receiving CalWorks increased.</p> <p>Actual number of increase to occur annually to be determined by June 2013.</p> | | |
| <p>Strategy 2H. Establish a structure for accountability and information sharing for all prevention services that would provide the necessary oversight for feedback and accountability and work in collaboration with the Child Abuse Council. (See Attachment C for the organizational structure to be created.)</p> | <p>Spring 2013</p> | <p>OCAP Liaison- DFCS Administration Manager and SSA Contracts Manager supporting DFCS</p> |
| <p>Strategy 2I. All contracts and Request for Proposals that are created and/or renewed shall be evaluated to ensure that staffing provided through the community based organizations contracted services matches the cultural and linguistic needs of the children and families being served.</p> | <p>Starting July 2013 through 2018 SIP time period</p> | <p>SSA Contracts Manager supporting DFCS and DFCS Administration Project Manager</p> |

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| <p>Strategy 2J. Increase partnership with public health, mental health and First 5 to support at risk families including the following:</p> <ul style="list-style-type: none"> • Children Birth through age 5 • Parents Under the age of 24 ↓ • Medically fragile/special needs children • Teen parents • Parents with disabilities <p>Increased partnership and blended funding to do the following for voluntary and court ordered services:</p> <ul style="list-style-type: none"> • Ensure all children birth through age 5 receive a developmental, behavioral and social/emotional screenings and are referred to the appropriate resources and interventions (Kids Connections). • Strategy: All children under the age of six receive a developmental/social emotional screening from a PHN and are referred to Kid Connections for assessment and referral to home visitation and or therapeutic services. | <p>All Services to be in place by December 2013</p> | <p>DFCS Administration Managers</p> |
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| <p>Strategy 3: SAFETY STRATEGY</p> <p>(1) Address and eliminate the over-representation of African American/African Ancestry and Latino families and</p> <p>(2) Better understand what is causing the under-representation for Asian American families for referrals (*) received in DFCS for suspected child abuse and neglect through enhanced collaboration, training, education and accountability between DFCS and its community partners.</p> <p>(*) Referrals is defined as the process from the CAN Center hotline call through the referrals closing- Path 1, Emergency Response-Path 2, Voluntary or Informal Supervision services or until case opening.</p> | <p><input type="checkbox"/> CAPIT</p> <p><input checked="" type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>S1- No Recurrence of Maltreatment</p> |
| <p>Action Steps:</p> <p>Strategy 2A. Revise the design, content and delivery of mandated reporter training in the following ways:</p> <ul style="list-style-type: none"> Enhance curriculum to include education about: (1) disproportionality in Santa Clara County; (2) bias in work with children and families and (3) exploring the impact of poverty, cultural values and barriers to services. Evaluation of change to be assessed | <p>Timeframe:</p> <p>Completed by Spring 2014</p> | <p>Person Responsible:</p> <p>Contractor for mandated reporter trainings and DFCS CAN Center Manager and Staff Development</p> |

through the following:

- (1) Changes in curriculum to be evaluated through reduction in numbers of referrals that become cases;
- (2) Pre and post tests provided to mandated reporters that demonstrate an understanding of the material provided;
- (3) Track how often and how many persons are trained and develop priorities as to who needs to receive the training;

(Link with goal 3D)

- Include SCC CAN center staff (Child Abuse and Neglect Call Center staff) in the discussion and planning of curriculum enhancements.
- Develop a Train the Trainer model for efficient delivery of the training to a broad array of mandated reporters.
- Include a partner trainer from the Parent Advocate Program or Parent Advisory Board-Parents Encouraging Parents.
- Include representatives from the community from the Latino, African American/African Ancestry and members of the API communities in the curriculum development and delivery.
- Modify the current contract for the mandated reporter training.
- Ensure this goal is in alignment with the work through the Child Abuse

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| <p>Council to improve mandated reporter training and messaging to the community.</p> <ul style="list-style-type: none"> • Ensure a list of all agencies and partners that need to have the revised mandated reporter training. | | |
| <p>Strategy 3B. Provide a regular meeting/training specifically to law enforcement, schools, and medical professionals in Santa Clara County on a twice annual basis in an effort to ensure common understanding of cases and concerns and to ensure a clear understanding of disproportionality. Include CAN Center staff in these trainings to improve community relations and communication between agency hotline and mandated reporters.</p> <ul style="list-style-type: none"> • Evaluation through pre- and post test case vignettes to those attending meetings and trainings- on a bi-annual basis ensuring 80% accurate in referrals being made to child welfare. • SCC to target schools, medical providers or law enforcement jurisdictions with the largest numbers to referrals for child abuse and neglect. | <p>To begin Spring 2013</p> | <p>Contractor for mandated reporter trainings and DFCS CAN Manager and Staff Development</p> |
| <p>Strategy 3C. DFCS to provide at least one point person at the monthly service provider network meetings in an effort to ensure the community is aware of the needs of the families involved in Child Welfare Services and</p> | <p>October 2013 to launch</p> | <p>DFCS CAN or Front End Manager</p> |

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| <p>the current trends. DFCS to look at a replication of the Alameda County model for sharing information and resources.</p> | | |
| <p>Strategy 3D. Increase collaboration between the community and the Department of Family and Children's Services in an effort to educate the community and work together to enhance the community resources that better meet the evolving needs of families.</p> <ul style="list-style-type: none"> • Complete a community assessment to better understand needs. • Ensure CAN Center workers are aware of the current community resources. • Ensure key leaders in the Latino, African American, and Asian Pacific Islander community are engaged and willing to help support a community assessment of needed resources. • Involve consumers and the community to improve DFCS services For example- Child Abuse Council (CAC) Disproportionality report <ul style="list-style-type: none"> • Link with the Disproportionality Committee to be created. | <p>To begin by January 2014</p> | <p>CAN Center manager and Staff Development</p> |

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| <p>Strategy 3E. Ensure consistent assessment for referrals for General Neglect</p> <ul style="list-style-type: none"> • Implement system wide training – Signs of Safety/Safety Organized Practice for all DFCS staff and Differential Response community providers in an effort to separate out harm from complicating factors that may be causing risk. • Continue data analysis to better understand those cases confirmed as General Neglect. • Ensure a clear definition and response for general neglect referrals. | <p>Spring 2014</p> | <p>Front End DFCS Program Manager and Staff Development</p> |
| <p>Strategy 3F. DFCS to continue to fill all positions through hiring well qualified staff that are culturally and linguistically proficient to serve Latino, African American/African Ancestry, and Asian American children and families.</p> | <p>Spring 2013</p> | <p>DFCS Administration Manager, Code Control Analyst and SSA HR</p> |
| <p>Strategy 3G. Ensure consistent procedures to guide calls are handled in the CAN Center. Provide training and screen to ensure that consistent messaging to callers and consistent use of resources and information provided to callers.</p> | <p>By December 2013 training and procedures put into place</p> | <p>CAN Center Manager and Deputy Director</p> |
| <p>Strategy 3H. Determine how to increase the utilization of the DFCS Family Resource Centers for prevention services</p> | <p>January 2015</p> | <p>First 5, DFCS Administration, Family Resource Center Manager</p> |

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| <ul style="list-style-type: none"> • Look at the classes and programs offered at the Family Resource Centers that could be offered to the community for prevention. • Look at different structures that exist in Alameda and in South County as collaborative resource centers. • Join collaboratively with FIRST 5 to look at collocation with the First 5 Family Resource Centers that are highly resourced and geographically accessible with services and support for families with children birth through age 5 with resources . • Time limited workgroup to evaluate options to be created by Spring 2013 and recommend the changes to the Family Resource Center by December 2013. | | |
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| <p>Strategy 4: Family Reunification and Permanency Strategies</p> <p>Better utilize formal and informal supports, such as extended family and the faith based community to increase placement with relatives and Non- Relative Extended Family Members (NREFM), safely support parents and children in family reunification</p> | <p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1- Family Reunification</p> <p>C3- Permanency</p> <p>S1- No Repeat Maltreatment</p> |
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| <p>Action Steps:</p> | | <p>Person Responsible:</p> |
| <p>Timeframe:</p> | | <p>Person Responsible:</p> |
| <p>Strategy 4A. Expand Family Finding services and efforts to increase the number of children and youth placed with and develop life-long connections to family</p> <ul style="list-style-type: none"> • Re-establish formal internal procedures and dedicated resources to complete Family Finding activities- RFPs and Contracts and internal staff • Maximize utilization of community based organizations providing Family Finding support • Analysis of how much dollar allocation needed and baseline of Family Finding by June 2013. | <p>February 2014</p> | <p>Family and Permanency Manager Contracts Manager for DFCS</p> |
| <p>Strategy 4B. Need to ensure the necessary education and support so that immigrant children and youth are connected with family – nationally and internationally if necessary. This includes both youth in the Child Welfare and Juvenile Probation Systems</p> | <p>October 2013</p> | <p>DFCS Administration Manager and Staff Development</p> |

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| <ul style="list-style-type: none"> • Formal procedures to be developed for both DFCS and JPD with designated oversight and tracking for families being served. | | |
| <p>Strategy 4C. Increase communication between caregivers and parents to identify best placements, secure necessary supports and improve family engagement through:</p> <ul style="list-style-type: none"> • Expanded use of (1) Up-Front Meetings before decisions about children being removed, (2) Transition Meetings for all placement and case decisions and (3) Icebreaker Meetings held in natural community settings that are reflective of families cultural identities and supports in the community (e.g., schools, churches or CBOs) and at times that are convenient for families (e.g., weekends and evenings). • By July 2013, include analysis of the current number of these occurring and the # to increase each year for the 5 year time period and link with the family finding goal. • Develop Orientation classes for | <p>To begin by Fall 2014</p> | <p>Family and Permanency Manager and Family Resource Center Manager</p> |

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| <p>caregivers and a drop-in support group that take into consideration language needs for families</p> | | |
| <p>Strategy 5: Family Reunification Strategies DFCS will increase the number of children who are safely reunified with their families through increased support and engagement with parent(s)</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): C1- Family Reunification C3- Permanency</p> |
| <p>Action Steps:</p> | | |
| <p>Strategy 5A. Increased Visitation in a more natural relaxed setting (Re-think visitation)- Increase the number of visits available for children and families in a more natural environment through the following:</p> <ul style="list-style-type: none"> • Enforce the step down model- need to define baseline and indicators of improvement to include here • Increased support staff to expand capacity for conducting supervised visitation both internally to DFCS and through contracts – need to identify the number of staff to increase to support visitation, include cultural and | <p>Timeframe: Fall 2014</p> | <p>Person Responsible: Continuing Services Identified Program Manager</p> |

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| <p>language needs</p> <ul style="list-style-type: none"> • Use of CAPP dollars to support an increase in “In-Home Parenting “ support | | |
| <p>Strategy 5B. Continue to support the development and delivery of training to increase staff’s ability to engage with the families around difficult/courageous conversations and to support work with families regarding trauma.</p> <ul style="list-style-type: none"> • Ensure trauma focused educational services for parents, caregivers and staff. • Culture and trauma practice and training should include the specific needs of cultural groups, especially for Latino and African American children and families, and should include issues of acculturation, poverty, parenting, language, immigration, generational hierarchy, separation and loss. • On-Line Policies and Procedures Handbook for Santa Clara County (OPP) to include resource of current licensed professionals. • More training for staff to be equipped to identify traumas both for the families served and for the impact to | <p>To be completed by Spring 2014</p> | <p>Staff Development, DFCS Administration, CAST Team</p> |

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| <p>staff. Ensuring support and sensitivity to trauma and the impact.</p> <ul style="list-style-type: none"> • Create coaching opportunities within the Department that supports the successful linkage of training to practice. • Increase staff's knowledge of types of trauma and how one's trauma impacts their ability to engage and work within the Child Welfare System. Provide training that will move DFCS towards being a more trauma informed Agency. Collaborate with other Agencies supporting our families around strategies to address trauma. | | |
| <p>Strategy 5C. Enhance parenting education support to improve participation, learning and natural support networks Parenting – Better Education Support to include consideration of cultural and language for all classes, regardless of the size of the class.</p> <ul style="list-style-type: none"> • Identify research based parenting programs that promotes learning with both parents and children involved- example: Celebrating Families that is supportive of families from different cultures. • Increased in-home parenting training – Add additional | <p>To be completed by Fall 2014</p> | <p>Family Resource Center Manager and DFCS Contracts Manager</p> |

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| <p>contract services to provide</p> <ul style="list-style-type: none"> • Tailor classes to meet families' individual needs. • Ensure opportunities for families that may not have common language needs- specifically American Sign Language (ASL) and Korean needs and ensure adequate Spanish Speaking classes to meet demand • Ensure the necessary available classes in South County. • Look at open ended classes where parents can join a class at any time and the availability to make up classes. • Ensure childcare and support is available at the same location as the classes being provided- Need analysis of the increase needed • Continue to partner with Mental Health and First 5 in the county-wide initiative implementation of the evidence based, Best Practice Triple P parenting program. • Need to modify existing | | |
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| <p>contracts for parenting classes and create additional contracts for additional classes.</p> | | |
| <p>Strategy 5D. Create an a resource directory for parents and caregivers and provide the necessary oversight to manage and keep updated</p> <ul style="list-style-type: none"> • More efficient utilization of 211 (Ensure that DFCS specific resources are included in 211 directory) | <p>December 2015</p> | <p>DFCS Administration</p> |
| <p>Strategy 5E. Continued participation in CAPP and ensure all staff have the basic framework and understanding of the CAPP philosophies and underlying principles</p> <ul style="list-style-type: none"> • Provide mandatory Reflective Practice Facilitation training to all supervisors and managers so that they are better able to understand the reflective process. Through this training supervisors and managers will learn and develop skills to support their staff with coaching, mentoring or facilitation. This training will focus on reflective practice as a strategy for enhancing skills, understanding our reaction when working with staff and others, and examine the emotional | <p>2013 through 2015</p> | <p>CAPP Manager, DFCS Director</p> |

content of experiences in ways that can reduce work stress, and improve staff sense of competence and well-being. It will also provide supervisors with an approach to interact with their staff that is supported by the key initiatives within DFCS (Institutional Analysis, CAPP Practice Model, and Latino Child Welfare Equity Project).

- Provide Mandatory Reflective Practice Training to all Child Welfare staff (October 2012).
- Assess need for and provide follow up coaching for supervisors to support work in supervision.
- Continue the use of CAPP training to ensure all staff are trained in engagement with families is a priority.
- Develop and deliver with key Department staff teaming training that will increase staffs knowledge of the importance of teaming with families and the community, practice strategies of teaming to increase ability to support the family and their identified support system. (engagement)
- Ensure community based organizations working with DFCS are trained in the universal practice principles and philosophy that guides children & family services in Santa Clara County. Ensure agencies have an understanding of the practice

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| <p>behaviors they are expected to demonstrate when working with children & families.</p> <ul style="list-style-type: none"> Evaluate and put the necessary structure in place to ensure the CAPP initiative is successful and that this initiative will be expanded and support all children and families. | | |
| <p>Strategy 5F. Ensure the active engagement of fathers for all cases and the Agency expectation that fathers will be included and provided the necessary resources and supports</p> <ul style="list-style-type: none"> Tracking of cases to ensure engagement of fathers and paternal family members is consistent for all cases. Use the tracking through the Efforts to Outcomes (ETO) database and start tracking through those families involved with the California Partners for Permanency (CAPP). Continued participation in the Fatherhood Initiative and Partnership with other community based organizations in an effort to increase or to create the necessary resources for fathers – For instance, housing for single fathers who have young children and are battling substance abuse issues. Bring in culturally specific and culturally responsive curriculum and training for fathers that represents the | <p>Need overall goal to improve to by end of SIP cycle – January 2018</p> | <p>Fatherhood Engagement Coordinator- Leon Basset and Deputy Director and Staff Development</p> |

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| <p>diverse families in Santa Clara County. Specifically in support of Latino families and fathers, partner with The National Latino Fatherhood and Family Institute- Héctor Sánchez-Flores currently a member of the CAST team and a leader in program development on topics of Male Involvement, Fatherhood, Parent Engagement, and culturally appropriate child develop programs.</p> <ul style="list-style-type: none"> • Provide training that promotes and supports inclusion of fathers and the paternal family. | | |
| <p>Strategy 5G. Increase parent voice in decision making</p> <ul style="list-style-type: none"> • Support the Parent Advisory Board- Parents Encouraging Parents. • Begin a drop-in support group for birth parents- available for mothers only, fathers only or couples. • Revive the Youth Advisory Board to ensure a strong youth voice representative of the diverse membership of youth in SCC. • Ensure that these representatives have a voice in the SIP and all other decision making initiatives and activities within DFCS. | <p>To be completed by December 2013</p> | <p>DFCS Administrative Support Manager and DFCS Deputy Director and identified program manager</p> |

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| <p>Strategy 6: Permanency Strategies</p> <p>Increase the number of youth in guardianships and children/youth adoption placements and eliminate the barriers to support a stable placement for children/youth</p> | <input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>C1- Family Reunification C3- Permanency</p> |
| <p>Action Steps:</p> | | |
| <p>Strategy 6A. Ensure the on-going support for post adoption and guardianship families through</p> <ul style="list-style-type: none"> • The creation of a support group for post adoption population and for those relative adoption and guardianship. • Youth Mentors similar to parent mentors—Create a group of adopted older youth to help youth ages 15+ years old to support permanency issues, especially around adoption for older youth. • Strengthen adoptions and guardianship plans for both relative and non-relatives who are committed to adoption or guardianship provide by proving focused family counseling with the | <p>Timeframe:</p> <p>December 2014</p> | <p>Person Responsible:</p> <p>Family and Permanency Manager- Adoption Supervisor and CC25 Project Manager</p> |

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| <p>biological parents if needed.</p> | | |
| <p>Strategy 6B. Ensure concurrent plans for all children and youth and the tracking and monitoring of these plans in order to develop individual plans for children and families aligned with agency strategic goals</p> <ul style="list-style-type: none"> • Reinstate the permanency review process • Increase timely adoptions. New policy—all cases to be transferred (case ready) to adoption finalization unit within 30 days of Termination of Parental Rights (TPR). • Implement tracking of the concurrency trends and establish additional goals to break down barriers. | <p>To be completed by January 2014</p> | <p>Permanency Coordinator and Family and Permanency Manager</p> |
| <p>Strategy 6C. Create new assignment to track and monitor all external home study activities through completion. This assignment would include would include the tracking of timely completion of home studies being conducted by ICPC, FFA, and out of county assessments. In addition, it is recommended to have an adoption home study coach (needs to be in house staff who are familiar with different regulations and requirements) for RELATIVE/RNEFM to complete their adoption</p> | <p>December 2015</p> | <p>Family and Permanency Manager and Adoption Supervisor and Administrative Support Supervisor for ICPC</p> |

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| <p>home studies in a timely manner.</p> <ul style="list-style-type: none"> • Implement a timeline for home studies to be completed and include the home study completion in CWS. • Provide Relative/NREFM Orientations with families who are adopting. | | |
| <p>Strategy 6D. Permanency Coordinator and Social Workers to be trained in having conversations with youth about permanency, Guardianship and Adoption prior to any Team Decision Making (TDM) meetings. We need to do a better job of finding out what adoptions means to each child/youth. (This goal should link with the youth mentors –Strategy A.)</p> <ul style="list-style-type: none"> • Provide an Adoption and Permanency training for DFCS Social Workers (evaluate current Adoptions and Permanency curriculum for child welfare and mental health professionals offered in the community). • Permanency Planning Coordinator/Social Workers will utilize the Adoptions and Permanency resource Library for resource material to support permanency. | <p>October 2014</p> | <p>Family and Permanency Manager</p> |

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| <p>Strategy 6E. Include an adoption social worker or permanency coordinator in Team Decision Making Meetings (TDMs) for children who are legally freed.</p> <ul style="list-style-type: none"> • Creation of a permanency TDM. Focus options any child over 12 years without a concurrent plan. Any child refusing adoption/guardianship as an adoption. Any child in a concurrent home willing to adopt or take guardianship but child is refusing adoption or guardianship. | <p>January 2014</p> | <p>Permanency Coordinator and Family and Permanency Manager</p> |
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| <p>Strategy 7: <i>Permanency & Family Reunification Strategy</i></p> <p>Increase efforts to support children's well-being in order to stabilize and support children/youth in placement and support parent's reunifying with their children</p> | <input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1- Family Reunification C3- Permanency</p> |
| <p>Action Steps:</p> | | |
| <p>Strategy 7A. Need to make education a priority- Increase educational support for youth in care to support each student reaching their full educational potential and increasing the graduation rates. Add an additional support social worker to the Educational Rights Project. One to focus on preschool through Middle school and the other to become the expert on high school through post secondary education- now that DFCS is serving youth in extended foster care through age 21. This additional resource would allow DFCS to explore and accomplish the following:</p> <ul style="list-style-type: none"> • Increase tutoring – increase collaboration with County Office of Education and better identification of the tutoring resources in the county. • Better support social workers and youth to understand transcript/credits. • Ensure the necessary supports and classes in middle school as it is an important predictor of a student's graduation later from high school. • Increase partnership with schools and mental health through School Linked Services and leverage funding. • Decrease number of expulsions through | <p>Timeframe:</p> <p>October 2013 for additional staff Goals of increase by 2017</p> | <p>Person Responsible:</p> <p>Educational Services Coordinator and DFCS Administration Manager</p> |

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| <p>advocacy and education.</p> <ul style="list-style-type: none"> • Increase the number of 3-5 years old students in Head Start or preschool. (This is the biggest indicator of later success in school and high school graduation.) • Increase the partnerships with the local community colleges, universities, County Office of Education and potential funders for services for transitioned aged youth and older youth. | | |
| <p>Strategy 7B. Increase partnership with public health, mental health and First 5 to support at risk families including the following:</p> <ul style="list-style-type: none"> • Children Birth through age 5 • Parents Under the age of 24 ↓ • Medically fragile/special needs children • Teen parents • Parents with disabilities <p>Increased partnership and blended funding to do the following:</p> <ul style="list-style-type: none"> • Ensure all children birth through age 5 receive a developmental, behavioral and social /emotional screenings and connections to the appropriate resources and interventions (Kids Connections) <ul style="list-style-type: none"> • Strategy: All children under the age of six receive a developmental/social emotional screening from a PHN and connection to KidConnections for assessment and referral to home visitation and or therapeutic services | <p>DFCS Administration Managers</p> | |

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| <p>Strategy 7C. Establish a workgroup with mental health to identify the gaps, strengths and barriers to consider creative alternatives to increase mental health services for children and parents.</p> <ul style="list-style-type: none"> • Creation of a plan to blend funding with mental health to ensure mental health assessments and services for all children and youth both voluntary and court ordered. • Build programs and services for older youth to increase their willingness to accept mental health support. • Strategically set a plan to deal with the barriers of medical or Systems of Care, including the inability to obtain Parental Consent impacting services. | <p>To be completed by January 2015</p> | <p>DFCS Administration and Deputy Director</p> |
| <p>Strategy 7D. Assist Non Minor Dependent (NMD) youth find stable and affordable housing in the community. This will be accomplished through the following:</p> <ul style="list-style-type: none"> • Increase relationships with apartment complexes that are willing to provide housing to foster youth. • Invite potential landlords to open forums to educate them on foster youth and the payment process of the various housing programs the Dept provides. • Provide ongoing housing workshops for youth that cover financial literacy, renter's rights, and realistic housing expectations. • Identify housing resources for youth who have substance abuse, mental health or | | <p>DFCS Administration and CC25 Project Manager, Current housing contractors for THPP, THP Plus FC and THP Plus.</p> |

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| <p>developmental concerns. Increase partnership with Mental Health, DADS and the regional centers to establish the necessary housing resources.</p> | | |
| <p>Strategy 7E. Employment: Increase the number of youth to have paid or unpaid work experience to address extended foster care and the numbers of youth in foster care through age 21 and participation requirement for employment or education.</p> <ul style="list-style-type: none"> • Increase relationships with community partners in establishing internships and employment opportunities for foster youth. • Develop a database to track a youth's employment history in order to help develop strategies in supporting them to have long term and meaningful employment experiences. | <p>To be completed by January 2014</p> | <p>DFCS Administration and CC25 Program Manager</p> |

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| <p>Strategy 7F</p> <p>Financial Literacy: Increase youth's knowledge with the importance of saving money and establishing good credit and ensure a process for credit checks for all youth ages 16 to 24;</p> <ul style="list-style-type: none"> • In collaboration with the Independent Living Program (ILP), provide monetary incentives for attendance in workshops. • Increase the number of youth who have bank accounts. • Provide financial literacy trainings (age appropriate) that describes the different types of accounts, credit, and bank fees. • Ensure a process for credit checks for all older youth. | <p>January 2014</p> | <p>DFCS Administration and CC25 Project Manager and partnership with Financial planners association</p> |
| <p>Strategy 7G</p> <p>Increase foster parent, group home staff, relative caregiver involvement with supporting youth as they transition to adulthood:</p> <ul style="list-style-type: none"> • Develop a curriculum through ILP and Foster parent support agencies that cover ILP core competencies that can be taught in the home where a youth resides. For example, an opportunity to learn to wash clothes, meal planning, develop grocery list, and budgeting. • Provide ongoing forums/ trainings on various subjects that effect youth and bring in speakers in the areas such as gang affiliation, substance abuse, and social media. Have | <p>To be fully implemented by June 2014</p> | <p>DFCS Administration and CC25 Project Manager, Foster Parent Association, Recruitment, and the Family and Permanency Manager</p> |

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| these forums/ trainings co-lead with a foster youth and a foster parent. | | |
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Santa Clara County Probation 5-Year SIP Chart 2013-2018

Priority Outcome Measure or Systemic Factor: C1.1 Reunification within 12 Months (exit cohort)

National Standard: 75.2%

Current Performance: According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 17 probation youth who have been in foster care 8 days or more, 4 were reunified in less than 12 months. This is a 30.8% rate of timely reunification

Target Improvement Goal: The county will improve performance on this measure from 30.8% to 58.8%, resulting in 10 out of 17, more children reunifying within 12 months of placements.

Priority Outcome Measure or Systemic Factor: C4.3 Placement Stability (At least 24 Months in Care)

National Standard: 41.8%

Current Performance: According to the July 2012 Quarterly Data Report (Quarter 1 of 2012), of the 42 children who have been in foster care for 24 months or more, 15 have had 2 or fewer placements. This is a 35.7% rate of placement stability.

Target Improvement Goal: The county will improve performance on this measure from 35.7% to 47.6%, resulting in 20 out of 42, more children with stable placements.

Priority Outcome Measure or Systemic Factor: Address and eliminate of the over representation of African American and Latino families, as defined as "Within five years African Ancestry and Latino youth will be no more likely than other youth given the same risk or protective capacity factors, to enter probation foster care placement."

State Performance: % of Probation Youth In Care By Ethnicity Point in Time

| Ethnic Group | Point In Time | | | |
|-------------------|---------------|----------|----------|----------|
| | 1-Jul-09 | 1-Jul-10 | 1-Jul-11 | 1-Jul-12 |
| | % | % | % | % |
| Black | 28.4 | 26.6 | 26.4 | 27 |
| White | 20.9 | 22.1 | 22.2 | 23 |
| Latino | 47.4 | 48.2 | 48.5 | 47.1 |
| Asian/P.I. | 2.3 | 2.1 | 2 | 2.1 |
| Nat Amer. | 1 | 0.9 | 0.9 | 0.9 |
| Total | 100 | 100 | 100 | 100 |

From UC Berkeley Data

Santa Clara County Probation 5-Year SIP Chart 2013-2018

According to the UC Berkeley data, In California, Native American and African American children are over represented in the Probation foster care system compared with their presence in the overall population; while White, Latino and Asian American children are under represented. In California, African Ancestry children are 5.5% of the population, Native American children are .4%, Whites are 27%, Latino children are 52% and Asian American children are 11%. In the Probation population, however, African Ancestry children represent approximately 27% of the population and Native American children are 1%, while White children are 23%, Latino children are 47% and Asian children represent 2%.

Santa Clara County Probation Foster Care Placements by Race/Ethnicity

The number of youths in foster care has markedly declined in the past two years (see Figure 1). The proportion of youths in foster care shows variation by race/ethnicity. A steady increase in the proportion of foster care point-in-time caseload is observed for Latino youths. This has led to declining proportions for Asian/Pacific Islander, Caucasian and to a lesser degree, African Ancestry youths. These numbers also include foster care youth experiencing trial home visits, in runaway status, and in other types of placements (i.e. Juvenile Hall). On average, these conditions account for 39 percent of the total number of youths identified to be in "foster care." The proportion of youths in runaway status has increased steadily in the past three years, from 9.8 percent in FY 2010 to 23.2 percent in FY 2012. The proportion of youths in other types of placements has markedly declined in the last fiscal year period, from 23.1 percent in FY 2011 to 11.0 percent in FY 2012.

Santa Clara County Probation 5-Year SIP Chart 2013-2018

Point-in-time average number of youths in foster care.

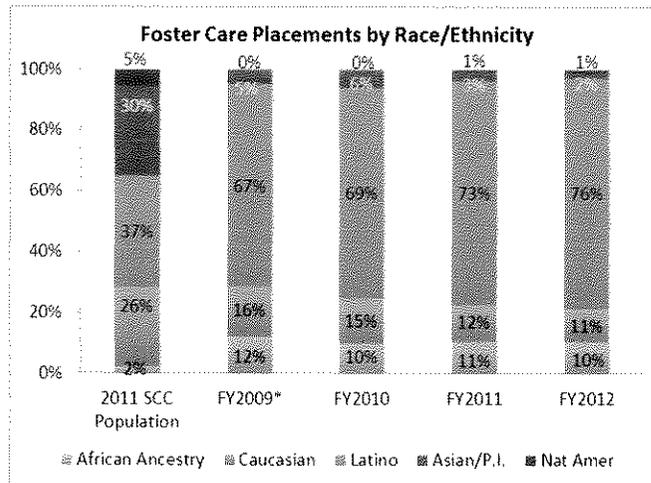
| Ethnic Groups | SCC Pop Count, estimate for 2011 | | FY2009* | | FY2010 | | FY2011 | | FY2012 | |
|------------------|----------------------------------|---------|-----------|---------|------------|---------|------------|---------|-----------|---------|
| | count | percent | count | percent | count | percent | count | percent | count | percent |
| African Ancestry | 4,041 | 2% | 12 | 12% | 12 | 10% | 12 | 11% | 9 | 10% |
| Caucasian | 48,051 | 26% | 16 | 16% | 18 | 15% | 13 | 12% | 9 | 11% |
| Latino | 67,083 | 37% | 63 | 67% | 85 | 69% | 79 | 73% | 62 | 76% |
| Asian/P.I. | 54,236 | 30% | 5 | 5% | 7 | 6% | 3 | 3% | 1 | 2% |
| Nat Amer | 10,080 | 5% | 0 | 0% | 0 | 0% | 1 | 1% | 1 | 1% |
| Total | 183,491 | | 95 | | 122 | | 108 | | 82 | |

Notes:

FY counts based on the average of 4 point-in-time counts. However, average for FY2009 includes only 3 point-in-time counts.

Data Source: University of California at Berkeley Center for Social Services Research.

Population estimates use interpolated data based on 2000 & 2010 US Census, UCB Center for Social Services Research.

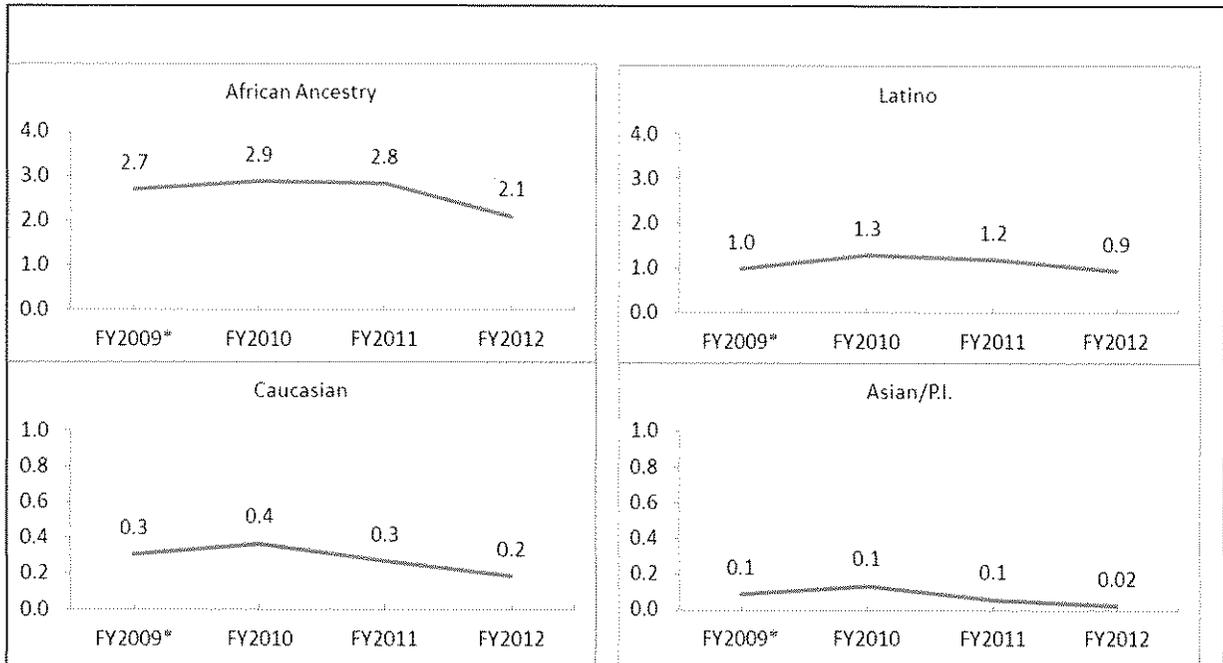


When tracking the disproportionate representation of foster care placements by race/ethnicity, the following table and figures show that all youths have experienced decreases in the number of youths in foster care per 1,000 youths in Santa Clara County. This is particularly evident for African Ancestry youths when comparing the most recent period with the previous three year periods.

Disproportionality rate: Incidence per 1,000 youths.

| | FY2009* | FY2010 | FY2011 | FY2012 |
|------------------|---------|--------|--------|--------|
| African Ancestry | 2.7 | 2.9 | 2.8 | 2.1 |
| Caucasian | 0.3 | 0.4 | 0.3 | 0.2 |
| Latino | 1.0 | 1.3 | 1.2 | 0.9 |
| Asian/P.I. | 0.1 | 0.1 | 0.1 | 0.02 |
| Nat Amer | 0.0 | 0.0 | 0.1 | 0.1 |

Santa Clara County Probation 5-Year SIP Chart 2013-2018



Target Improvement Goal:

Probation is committed to the elimination of the over representation of African Ancestry and Latino youth in the Juvenile Justice foster care system. However, foster care placement for probation youth, helping to prevent deeper penetration into secure institutional care (i.e. the Juvenile Ranch program or the State Department of Juvenile Justice).

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

| Strategy 1: Develop coordinated and integrated child welfare and juvenile justice system that enhances services and outcomes for dually involved youth. | Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Family Reunification within 12 months (exit cohort) C4.3 Placement Stability 4B Least Restrictive Placement, Relative | | | |
|--|--|--|-------------------------------|---|
| | <input type="checkbox"/> CAPIT | <input type="checkbox"/> CBCAP | <input type="checkbox"/> PSSF | <input checked="" type="checkbox"/> N/A |
| Action Steps: | Timeframe: | Person Responsible: | | |
| <p>A. Establish the Juvenile Justice and Child Welfare System Integration Initiative Executive Steering Committee Team and develop sub-committees</p> | July 2012 | Chief Probation Officer and Deputy Chief Probation Officer | | |
| <p>B. Review local data on dually involved and crossover youth. Research best practices & characteristic of dually involved and crossover youth</p> <ul style="list-style-type: none"> • Use of technical assistance providers (John D. and Catherine T. MacArthur Foundation) to gain an understanding of national practices. • Review internal data captured by Probation and DFCS on dually involved youth which were used to create current Dual Status policies and procedures where create. • Serious examination of concurrent services with all systems partners -- Lead Agency model | August 2012 – December 2012 | Deputy Chief Probation Officer & Probation Manager | | |
| <p>C. Develop coordinated and integrated child welfare and juvenile justice system protocol that enhances services and outcomes for dually involved youth</p> | January 2013 – June 2013 | Deputy Chief Probation Officer & Probation Manager | | |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <ul style="list-style-type: none"> • Pool resources and increase information sharing to eliminate the duplication of assessments and services to best support the family. • Formalize interagency case coordination to provide seamless processes easily navigable by families (i.e. Coordinated case planning, case management, and court reporting). | | |
| <p>D. Establish cross-systems training of for JPD and CWS staff</p> <ul style="list-style-type: none"> • Training on child welfare and juvenile justice system Lead Agency Model protocol. • Introduction training for JPD on child welfare system and vice versa. | <p>July 2013 – September 2013</p> | <p>Probation Manager, Placement Supervisor & JPD Training Unit</p> |
| <p>E. Evaluate results of strategy by tracking the number of days dually involved youth spend in the delinquency system and the number of days dually involved youth spends in juvenile detention after implementation.</p> | <p>September 2014</p> | <p>Information Systems Unit & Research and Development Manager</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

| <p>Strategy 2: Improve family supports through linkages to family-based alternative services and alternative placements to group homes for probation youth in placement.</p> | <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Family Reunification within 12 months (exit cohort) C4.3 Placement Stability 4B Least Restrictive Placement, Relative</p> |
|--|--|---|
| <p>Action Steps:</p> | | <p>Person Responsible:</p> |
| <p>A. Collaborate with SSA, DFCS and Mental Health to increase the use of the Enhanced Wraparound Program. The program is a synthesis of Wraparound, Professional Parent homes, Family Finding and Mental Health services.</p> | <p>Timeframe: December 2012</p> | <p>Chief Probation Officer & Deputy Chief Probation Officer</p> |
| <p>B. Educate Probation Staff, Courts, attorneys, parents, and child caregivers on available Enhanced Wraparound services.</p> | <p>April 2013</p> | <p>Deputy Chief Probation Officer & Probation Manager</p> |
| <p>C. Ensure appropriate referrals process to the RISC committee for Enhanced Wraparound services.</p> | <p>April 2013</p> | <p>Probation Manager & Placement Supervisor</p> |
| <p>D. Have access to Enhance Wraparound providers and Professional Parent home providers to:</p> <ul style="list-style-type: none"> • Assist youth in high end group homes and their caregivers in stabilizing their placement. • Increase availability of mental health services for behaviorally and emotionally disturbed JPD youth. | <p>July 2013</p> | <p>Probation Supervisor & Probation RISC Coordinator</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>Have access to highly trained professional parent homes and increased access to professional parent foster beds.</p> | | |
| <p>E.</p> <ul style="list-style-type: none"> • Evaluate families' access to available Enhanced Wraparound services and if JPD reunification rates within 12 months increased significantly since implementation. • Increase the number of available professional parent foster beds homes from 5 (current number of beds available to JPD) to 15. | <p>July 2014</p> | <p>Information Systems Unit & Research and Development Manager</p> |
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Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

| <p>Strategy 3: Probation will increase the number of youth who are safely reunified in a timely manner with their families through increased support and engagement with parent(s).</p> | <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Family Reunification within 12 months (exit cohort) C4.3 Placement Stability</p> | |
|--|--|--|-----------------------------------|
| <p>Action Steps:</p> | | <p>Timeframe:</p> | <p>Person Responsible:</p> |
| <p>A. Parent(s) will take part in an orientation session, meeting with a Probation Officer to map out his or her child's program.</p> <ul style="list-style-type: none"> Educate parents on the placement process and resources available to support parent(s). Clarifying the role of the foster caregiver, sharing information on the child's needs, planning for visitation and other ways to involve the parent(s) while their child is in foster care. | <p>December 2013</p> | <p>Probation Manager & Placement Supervisor</p> | |
| <p>B. Joint Decision Making (JDM) practice will be implemented in the Placement Unit. The addition of JMD meetings for youth who are removed from their homes will be implemented in order to engage parent(s) to make the best decisions possible for the youth and ensure the parents' voice is heard prior to any placement, re-placement, or reunification with the family.</p> <ul style="list-style-type: none"> A protocol will be developed for JDM utilization for staff. JDMs to include parents, care providers, parent partner. | <p>December 2013</p> | <p>Probation Manager & Placement Supervisor</p> | |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>C. Development of a Parent Partner program.</p> <ul style="list-style-type: none"> • Parent Partners that are culturally and ethnically appropriate who have the ability to help parent(s) navigate the policies, procedures, and court issues involved with having a case with JPD. • Parent Partners can participate in JDMs. • Recruit and train Parent Partners to provide support and resources for JPD parent(s) to help parent(s) successfully reunify with their children in a safe and timely manner. • Parent Partners are also invited to appropriate department-wide county meetings, relevant trainings, and educational opportunities. | <p style="text-align: center;">March 2014</p> | <p style="text-align: center;">Probation Manager & Placement Supervisor</p> |
| <p>D. Provide training including advanced training to Placement Probation Officers to increase their skills.</p> <ul style="list-style-type: none"> • Continue to integrate training and operating practice that is culturally and ethnically appropriate and ensure adequate training to Probation staff on the family involvement in the case-planning process and strength-based JDMs. • Probation Placement Officer Course training to ensure the safety of both the community and the youth as they work toward the safe return of the youth to the family and community. • Family Engagement training to learn | <p style="text-align: center;">June 2014</p> | <p style="text-align: center;">Placement Supervisor & JPD Training Committee</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>evidence based practices that will provide probation officers with the tools to assess client needs during a contact, as well as how to engage the youth and parent(s) effectively.</p> <ul style="list-style-type: none"> • Motivational Interviewing training to learn interviewing skills that will improve client relationships, through improved reflections, effective summaries and key open ended questions . | | |
| <p>E. Evaluate results of strategies</p> <ul style="list-style-type: none"> • Increase Timely Family Reunification through greater support and engagement with parent(s); • Increase Placement Stability by making better placement decisions; • Increase parent involvement for JPD youth in foster care placement. | <p>June 2015</p> | <p>Information Systems Unit & Research and Development Manager</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

| Strategy 4: Increase placement with relatives and Non Relative Extended Family Member (NREFM) placements, and safely support JPD youth and the parent(s) in family reunification. | <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): C1.1 Family Reunification within 12 months (exit cohort) C4.3 Placement Stability 4B Least Restrictive Placement, Relative |
|--|--|--|
| Action Steps: | | Person Responsible: |
| Timeframe: | | |
| A. Enhance Family Finding protocol to increase the number of youth placed with family or important individuals in the youth's life. | June 2015 | Probation Manager & Placement Supervisor |
| B. Revise procedural guide using best practices on Family Search and Engagement. <ul style="list-style-type: none"> • Research available family search databases to be used to locate and connect with families on behalf of clients. • Better utilize community based organizations providing Family Finding support. • Increase communication between caregivers and parent to improve family support and engagement. | September 2015 | Probation Manager & Placement Supervisor |
| C. Need to ensure the necessary education and support so that immigrant children and youth are connected with family – nationally and internationally, if necessary. This includes | September 2015 | Placement Supervisor and JPD Training Unit |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>both in Juvenile Probation and Child Welfare.</p> | | |
| <p>D. Maximize utilization community-based and faith based organizations to providing family support and engagement.</p> <ul style="list-style-type: none"> • Support programs that focus on addressing the critical needs of families of foster care youth, including education and career advising, health and wellness services and culturally relevant programming that encourage family engagement. | <p>January 2016</p> | <p>Probation Manager & Placement Supervisor</p> |
| <p>E. Evaluate results of strategy by assessing to see if relative placements have increased significantly since implementation and the impact on placement stability (Need baseline of Family Finding and % to increase by).</p> | <p>June 2017</p> | <p>Information Systems Unit & Research and Development Manager</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

| <p>Strategy 5: Disproportionality Strategies Address and eliminate the overrepresentation of African Ancestry and Latino families, as defined as "Within the next five years, African Ancestry and Latino youth will be no more likely than other youth given the same risk or protective capacity factors, to enter probation foster care placement."</p> | <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): C1.1 Family Reunification within 12 months (exit cohort) C4.3 Placement Stability 4B Least Restrictive Placement, Relative</p> |
|--|---|--|
| <p>Action Steps:</p> | <p>Timeframe:</p> | <p>Person Responsible:</p> |
| <p>A. Review of current policies and practices of the placement entry screening and assessment process for JPD Youth.</p> <ul style="list-style-type: none"> • Analysis to understand the paths that bring Latino and African American/African Ancestry youths into the juvenile justice system. | <p>June 2013</p> | <p>Probation Manager and Placement Supervisor</p> |
| <p>B. Research and development of a structured decision making assessment instruments in aspects of foster care placement operations.</p> <ul style="list-style-type: none"> • Assessment instrument to be developed by Juvenile Justice Systems Collaborative Case Systems and Processes workgroup. • Members to include Justice System partners, community stakeholders, and member from the African American and Latino community with | <p>September 2013</p> | <p>Probation Manager and Placement Supervisor</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>cultural expertise.</p> <ul style="list-style-type: none"> Tools such as the Juvenile Assessment and Intervention System (JAIS) and the placement assessment instrument will be employed to guide activities during entry into placement of JPD foster youth. | | |
| <p>C. Utilizing internal databases to develop a tracking system for the placement screening process.</p> <ul style="list-style-type: none"> Storing screening entry data, reasons placement, duration, and success and reason for failure. Automated report to provide data to justice system partner and community stakeholders at monthly Juvenile Justice Systems Collaborative Case Systems and Processes. | <p>December 2013</p> | <p>Probation Manager, Placement Supervisor, Information Systems Manager & Administration Support Officer</p> |
| <p>D. Increase collaboration between the community and the Probation Department in an effort to educate the community and work together to enhance community resources that better meet the needs of JPD youth and families, specifically to address issues of disproportionality for the over-representation of Latino and African American/African Ancestry youth.</p> | <p>March 2014</p> | <p>Deputy Chief Probation Officer & Probation Manager</p> |

Santa Clara County Probation 5-Year SIP Matrix Chart 2013-2018

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| <p>E. Evaluate results of strategies by assessing:</p> <ul style="list-style-type: none"> • Decrease in the proportion of African American and Latino in foster care placement. • Decrease in the number of youths in foster care placement per 1,000 youths in Santa Clara County. | <p>December 2014</p> | <p>Information Systems Unit & Research and Development Manager</p> |
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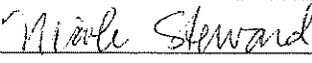
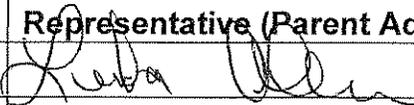
SIP Strategies for the Office of the County Executive

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| <p>Strategy 1: <i>Disproportionality Strategy for Office of Cultural Competency for Children's Services</i> (1)Address and eliminate the over-representation of African American and Latino families in an effort to achieve parity through the creation of an Office of Juvenile Services Equity</p> | <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> Other- county to look at additional funding sources to support these strategies</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): S1- No Recurrence of Maltreatment S2- Timely Emergency Response Referrals C1-Timely Family Reunification C3-Timely Permanency</p> |
| <p>Action Steps:</p> <p>A. Create a new Office within the Office of the County Executive. This new Office will reside within the Office of the County Executive and will be directed by a leader that reports directly to the County Executive. The Director of the Office will be responsible for the county wide implementation of policies and programs that address that racial and ethnic disparity that currently exists within our County services. The Director will assure that the issues of equity are dealt with in a manner that adheres to programmatic requirements and addresses equity as a critical priority countywide.</p> <p>The Office will include, as a minimum, a Latino Planning Council and an African American Social Planning Council in order to assure appropriate community input and</p> | <p>Timeframe: Office of Juvenile Services Equity to be established within 6 months by the end of October 2013</p> | <p>Person Responsible: County Executive</p> |

SIP Strategies for the Office of the County Executive

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| <p>monitoring of progress. As appropriate and requested, other racial and ethnic group councils will be created to address their specific issues. It is envisioned that Social Planning Council will be initiated and maintained by community members. The Councils will be supported by the Office and the Office will coordinate and facilitate County programs and processes in order to attain the goals stated in the SIP.</p> <p>The Office will work to eliminate disparity not only as it relates directly to client populations, but also disparity within both internal and external service providers. The Office Director will work closely with the County Executive, the Board of Supervisors, and appropriate community members in the effort. This Office will be operational within 6 months.</p> | | |
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Attachment L: Santa Clara County Cover Signature Sheet for
Prevention Services

| CAPIT/CBCAP/PSSF Contact and Signature Sheet | |
|---|--|
| Period of Plan: | Fiscal Year 2013 (SIP goals January 2013 to January 2018) |
| Date Submitted: | February 26, 2013 |
| Submitted by: | Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs |
| Name & title: | Santa Clara County Social Services Agency Director: Bruce Wagstaff |
| Signature: |  |
| Address: | 333 W. Julian Street- San Jose, CA 95110 |
| Fax: | (408) 755-7960 |
| Phone & E-mail: | (408) 755-7700 Bruce.wagstaff@ssa.sccgov.org |
| Submitted by: | Child Abuse Prevention Council (CAPC) Representative |
| Name & title: | Nicole Steward |
| Signature: |  |
| Address: | 95 Hobson Street, #1B – San Jose, CA |
| Fax: | |
| Phone & E-mail: | icanmakethat@gmail.com |
| Submitted by: | Parent Consumer/Former Consumer |
| Name & title: | Linda Allen- Parents Encouraging Parents Representative (Parent Advisory Board) |
| Signature: |  |
| Address: | 1591 N. King Road- San Jose |
| Fax: | (408) 793-8806 |
| Phone & E-mail: | (408) 793-8811 linda.allen@ssa.sccgov.org |
| Submitted by: | Youth Advisors – Hub Center Youth Staff |
| Name & title: | Robson Nkomo and Nichole Borquez |

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Attachment L: Santa Clara County Cover Signature Sheet for
Prevention Services

| | |
|------------|--|
| Signature: |  |
| Signature: |  |
| Email: | <u>Robson.nkomo@ssa.sccgov.org</u> and <u>nichole.borquez@ssa.sccgov.org</u> |
| Phone: | (408) 792-1750 |

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Three-year CAPTI/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures Worksheet 1

SIP Process Guide (Version 7.0), Appendix E

(1) COUNTY: Santa Clara County (2) PERIOD OF PLAN: July thru June (3) YEAR: FY2014
 (4) FUNDING ESTIMATES CAPTI: \$469,224 CBCAP: \$409,457.00 PSSF: \$1,102,012.00 OTHER: \$ 757,731

| Line No. | Title of Program / Practice | SIP Strategy No., if applicable | Name of Service Provider, if available | CAPTI | | CBCAP | | | PSSF | | | | OTHER SOURCES | NAME OF OTHER | TOTAL | |
|----------|--|---------------------------------|---|---|---|---|---|---|---|-------------------------------|--|---|---------------|---------------|-------|---|
| | | | | Dollar amount that will be spent on CAPTI Direct Services | Dollar amount that will be spent on CBCAP Direct Services | Dollar amount that will be spent on CBCAP Infra Structure | Dollar amount that will be spent on Public Awarards, Briefs, Informational or Referral Activities | Dollar amount of CBCAP allocation to be spent on all CBCAP activities | Dollar amount of PSSF that will be spent on PSSF activities | sum of columns G2, G3, G4, G5 | From Column H: Dollar amount of Column G1 that will be spent on Family Support | Dollar amount of Column G1 that will be spent on Family Support Reimbursement | | | | Dollar amount of Column G1 that will be spent on Time-limited Support |
| 1 | Community Access for Prevention Activities | | Alum Rock Counseling Center | \$100,000 | | | | \$0 | \$0 | | | | | | | \$100,000 |
| 2 | Parent Child Interactive Therapy | | Bill Wilson Center | | | | | \$0 | \$0 | | | | | | | \$80,000 |
| 3 | Transition-Age Parenting Youth Child Abuse Prevention | | Bill Wilson Center-TAPY | | | | | \$0 | \$0 | | | | | | | \$80,000 |
| 4 | Successful Families Program | | Catholic Charities | \$50,000 | | | | \$0 | \$0 | | | | | | | \$50,000 |
| 5 | Stops Ahead Program | | Catholic Charities | \$80,000 | | | | \$0 | \$0 | | | | | | | \$160,000 |
| 6 | Child Abuse Prevention | | Community Health Awareness Council | | | | | \$0 | \$0 | | | | | | | \$37,712 |
| 6 | Child Abuse Prevention | | Community Health Awareness Council | | | | | \$0 | \$0 | | | | | | | \$23,290 |
| 7 | Happy 5 (Nhoi dat Tre Vui Manh) Vietnamese Early Childhood Education Program | | International Children Assistance Network | | | | | \$0 | \$0 | | | | | | | \$81,000 |
| 8 | Child Abuse Prevention Program | | Parents Helping Parents | \$50,000 | | | | \$0 | \$0 | | | | | | | \$74,420 |
| 9 | Healthy Families Parenting Program | | Rebekah Children's Services | \$25,224 | | | | \$0 | \$0 | | | | | | | \$93,337 |
| 10 | Una Vida Mejor Para Mi Familia (Una Vida Mejor) | | Sacred Heart Community Service | \$25,000 | | | | \$0 | \$0 | | | | | | | \$45,000 |
| 11 | Birth and Beyond Family Empowerment Program | | San Jose Grail Family Services | \$25,000 | | | | \$0 | \$0 | | | | | | | \$83,950 |
| 12 | Los Dichos de la Casa | | YMCA of Silicon Valley | | | | | \$0 | \$0 | | | | | | | \$75,530 |
| 13 | YWCA SSA Child Abuse Prevention Program | | YWCA of Silicon Valley | | | | | \$0 | \$0 | | | | | | | \$45,000 |
| 14 | CAC Coordinator | | Kathleen Dong (Ind. Contractor) | \$33,000 | | | | \$0 | \$0 | | | | | | | \$35,000 |
| 15 | Sanara Family of Agencies | | Kinship Center | | | | | \$0 | \$160,000 | | | | | | | \$160,000 |
| 16 | Gardner Family Care | | Extended Differential Response | | | | | \$0 | \$661,815 | | | | | | | \$664,814 |
| 17 | Fairy care Group, Inc | | Parent Advocate Program | | | | | \$0 | \$280,198 | | | | | | | \$280,198 |
| 20 | Differential Response for Path I | | RFP needed | \$115,000 | | | | \$115,000 | \$0 | | | | | | | \$245,998 |
| 21 | Differential Response for Path II | | RFP needed | \$115,000 | | | | \$115,000 | \$0 | | | | | | | \$115,000 |
| 22 | Differential Response for Path IV | | RFP needed | \$115,000 | | | | \$115,000 | \$0 | | | | | | | \$115,000 |
| 23 | First Funds to support families for childcare, transportation or payment for other basic needs | | RFP needed | \$25,000 | | | | \$25,000 | \$0 | | | | | | | \$25,000 |
| 24 | Disproportionality Oversight Committee | | RFP needed | \$5,000 | | | | \$5,000 | \$0 | | | | | | | \$10,000 |

Three-year CAPT/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures
Worksheet 1

SIP Process Guide (Version 7.0),
Appendix E

| Line # | Title of Program / Practice | SIP Strategy No., if applicable | Name of Service Provider, if available | CBCAP | | | | PSSF | | | | OTHER SOURCES | NAME OF OTHER | TOTAL | | | |
|--------|--|---------------------------------|---|--|---|---|--|---|---|---|--|--|--|---|---|---|----------|
| | | | | CAPT | CBCAP | CBCAP | CBCAP | PSSF | PSSF | PSSF | PSSF | | | | | | |
| | | | | Dollar amount that will be spent on CAPT Direct Services | Dollar amount that will be spent on CBCAP Direct Services | Dollar amount that will be spent on CBCAP Infra Structure | Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities | Dollar amount of CBCAP allocation to be spent on all CBCAP activities - sum of columns F1, F2, F3 | Total amount of PSSF allocation that will be spent on PSSF activities - sum of columns G1, G2, G3, G4, G5 | Dollar amount of PSSF that will be spent on Family Preservation | Dollar amount of PSSF that will be spent on Family Support | Dollar amount of PSSF that will be spent on Time-Limited Reimbursement | Dollar amount of PSSF that will be spent on Adoption Promotion & Support | Dollar amount that comes from other sources | List the name(s) of the other funding source(s) | Total dollar amount to be spent on this Program / Practice - sum of columns E, F4, G1, H1 | |
| 25 | Parent Support Group | | RFP needed | \$5,000 | | | | \$5,000 | \$0 | | | | | \$5,000 | CAP | \$10,000 | |
| 26 | Adoption/Guardianship Support Groups | | RFP needed | \$5,000 | | | | \$5,000 | \$0 | | | | | \$5,000 | CAP | \$10,000 | |
| 27 | Child Abuse Reporting and Disproportionality Education | | RFP or contract modification needed | | | | \$4,000 | \$4,000 | \$0 | | | | | | | | \$4,000 |
| 28 | In-Home parenting program | | RFP needed - plan to attempt to leverage with mental health funds | | \$20,000 | | | \$20,000 | \$0 | | | | | | | | \$20,000 |
| 29 | Youth Mentorship program | | RFP needed | | \$4,400 | | | \$4,400 | \$0 | | | | | \$4,400 | CAP | \$11,000 | |
| 30 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 31 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 32 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 33 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 34 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 35 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 36 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 37 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 38 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 39 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |
| 40 | | | | | | | | \$0 | \$0 | | | | | | | \$0 | |

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
 CAPIT Programs, Activities and Goals
 Worksheet 2

(1) COUNTY: Santa Clara County

(2) YEAR: 2014

| Line No. | Title of Program/Practice | Unmet Need | CAPIT Direct Service Activity | | | | | | | | | | | | | Other Direct Service Activity (Provide Title) | Goal | | |
|----------|-----------------------------|---|-------------------------------|----------------------------|---------------|------------------------|--------------|---------------------|----------------|--------------|------------|--------------------------|----------------|------------------------------|-----------------|--|------|---------------------------|-----------------------------------|
| | | | Family Counseling | Parent Education & Support | Home Visiting | Psychiatric Evaluation | Respite Care | Day Care/Child Care | Transportation | MDT Services | Homemakers | Teaching & Demonstrating | Family Workers | Temporary in Home Caretakers | Health Services | | | Special Law Enforcement | Other Direct Service |
| | Alum Rock Counseling Center | Provide program offering primary prevention, secondary prevention, and early intervention services targeting high risk families in the San Jose geographical area. | | X | | | | | | | | | | | | | | Outreach/Public Awareness | Families Are Strong and Connected |
| | Bill Wilson Center - PCT | Provide Parent Child Interaction Therapy to families in need of improving family functioning, reducing stress, and learn to positively encourage and manage their child's behavior using healthy disciplinary techniques and thereby prevent child abuse/neglect. | | X | | | | | | | | | | | | | | | Families Are Strong and Connected |
| | Bill Wilson Center-TAPV | Provide parenting/relationship building education workshops, case management, home visits and family counseling/therapy to transition-age parenting youth ages 18-24 who are identified as having children at risk of abuse. | | X | X | X | | | | | | | | | | | | | Families Are Strong and Connected |
| | Catholic Charities - SAP | Provide support and prevention services to pregnant women and caregivers with children birth through 3 years old. | | X | X | X | | | | | | | | | | | | | Families Are Strong and Connected |

Three-year CAPIT/CBCAP/PSSSF Services and Expenditure Summary
 CAPIT Programs, Activities and Goals
 Worksheet 2

| | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| Catholic Charities - SFP | Provide a secondary prevention program to high risk Vietnamese, Spanish, and Amharic parents and youth using an evidence based model and provide training to the children of the parents while the parents are attending the training. | X | | | | | | | | | | | | | | | | | Families Are Strong and Connected |
| Community Health Awareness Council | Provide skilled counseling, case management, support and education to low-income Latino families at risk of child abuse. | X | X | | | | | | | | | | | | | | | | Families Are Strong and Connected |
| International Children Assistance Network | Provide culturally appropriate, multi-faceted public education campaign targeting vietnamese parents, grandparents and caregivers, of children 0-5 to provide knowledge about child development, increase access to community resources and enable participants to gain positive parenting skills and adopt child Abuse/neglect prevention behaviors. | X | | | | | | | | | | | | | | | | | Media - Vietnamese Radio Show Identified Families Access Services and Supports |
| Parents Helping Parents | Provide parent education and support services to parents and their children who have special needs (any physical, intellectual, social, emotional, or learning disability, or chronic or serious illness) | X | | X | | | | | | | | | | | | | | | Families Are Strong and Connected |
| Rebekah Children's Services | Provide parenting workshops that teach positive parenting skills to parents with multiple risk factors for child abuse and family violence in South County. | X | | X | | | | | | | | | | | | | | | Families Are Strong and Connected |

Attachment I: Prevention Services Descriptions

| CBCAP Program Descriptions | Provider | Program Description | Target Population | Effectiveness Measured | Connection to Outcome |
|--|---|---|--|---|--|
| <p>Differential Response Path I</p> | <p>First 5, Gardner Family Care Corporation, and Unity Care</p> | <p>Differential Response Path I – Intensive case management services to families when the report of child maltreatment does not meet the statutory definitions of abuse or neglect, but the family present with an immediate crisis or on-going issues that would benefit from supportive, community-based services. Path I services are voluntary and serve families in all geographic areas of the county.</p> | <p>At risk populations within Santa Clara County specifically targeting Latino families, African American/African Ancestry families, Asian and Pacific-Islander families, young parents ages 18-24, immigrant families, parents struggling with mental health, developmental delays, substance abuse issues and families impacted by domestic violence and those parents who children 6-18 years of age with behavioral, medical, development or mental health concerns.</p> | <p>In addition to data regarding needs assessment, the resources to which the family was linked and their achievement toward care plan goals, barriers to engagement in or completion of services is tracked to identify potential service gaps. At the closure of services, families are given the opportunity to complete questionnaires to obtain feedback regarding their satisfaction with the program and the service provider. As part of the contract monitoring, providers complete a self-assessment of services. County staff conducts participant interviews with families as well as conduct case file reviews and focus groups with staff and management at the provider agencies. One provider is piloting the use of the Family Development Matrix completing pre and post-assessments jointly with the family.</p> | <p>As indicated in Santa Clara County's (C-CFR) Self-Assessment completed in February 2012, the Institutional Analysis, the assessment component of the California Partners to Permanency, (page 93) as well as analysis of DFCS services by Unified Children of Color Task Force (pages 94-95), and the Latino Child Welfare Equity Project (pages 103-104) indicate the availability and eligibility structure of intervention services were not sufficient in engaging families and working to address the particular needs of all the families who are at risk or whom could benefit from supportive services in efforts to stabilize their family thus reducing the likelihood for future intervention by the child welfare system.</p> |

Attachment I: Prevention Services Descriptions

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| <p>Differential Response Path II</p> | <p>Intensive case management services are provided by Gardner Family Care Corporation, Unity Care and Creative Solutions.</p> | <p>Differential Response Path II – When statutory definitions of abuse and neglect an in-person assessment is completed by a DFCS Emergency Response (ER) social worker indicates that the child's risk is low to moderate and with targeted services, the family is willing and likely to make needed changes to improve the child's safety, the family may be referred to a community provider for Path II services. These services are voluntary and available to families residing in Santa Clara County, who meet the criteria noted above.</p> | <p>Santa Clara County will expand Path II services to provide increased access to the following at risk populations: Latino families, African American/African Ancestry families, Asian and Pacific-Islander families, young parents ages 18-24, immigrant families, parents struggling with mental health, developmental delays, substance abuse issues and families impacted by domestic violence and those parents who children 6-18 years of age with behavioral, medical, development or mental health concerns.</p> | <p>Data for Differential Response services, which is tracked in a designated database (CARE), is collected at the time of engagement with the family and the closure services. In addition to data regarding needs assessment, the resources to which the family was linked and their achievement toward care plan goals, barriers to engagement in or completion of services is tracked to identify potential service gaps. At the closure of services, families are given the opportunity to complete questionnaires to obtain feedback regarding their satisfaction with the program and the service provider. As part of the contract monitoring, providers complete a self-assessment of services, County staff conducts participant interviews with families as well as conduct case file reviews and focus groups with staff and management at the provider agencies. One provider is piloting the use of the Family Development Matrix completing pre and post-assessments jointly with the family.</p> | <p>As indicated in Santa Clara County's (C-CSTR) Self-Assessment completed in February 2012, the Institutional Analysis, the assessment component of the California Partners to Permanency, (page 93) as well as analysis of DFCS services by Unified Children of Color Task Force (pages 94-95), and the Latino Child Welfare Equity Project (pages 103-104) indicate the availability and eligibility structure of intervention services were not insufficient in engaging families and working to address the particular needs of all the families who are at risk or whom could benefit from supportive services in efforts to stabilize their family thus reducing the likelihood of the need for future intervention by the child welfare system.</p> |
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Attachment I: Prevention Services Descriptions

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| | | | | <p>Data for Differential Response services, which is tracked in a designated database (CARE), is collected at the time of engagement with the family and the closure services. In addition to data regarding needs assessment, the resources to which the family was linked and their achievement toward care plan goals, barriers to engagement in or completion of services is tracked to identify potential service gaps. At the closure of services, families are given the opportunity to complete questionnaires to obtain feedback regarding their satisfaction with the program and the service provider. As part of the contract monitoring, providers complete a self-assessment of services. County staff conducts participant interviews with families as well as conduct case file reviews and focus groups with staff and management at the provider agencies. One provider is piloting the use of the Family Development Matrix completing pre and post-assessments jointly with the family.</p> | |
|--|--|--|--|---|--|

Attachment 1: Prevention Services Descriptions

| Differential Response Path IV | Case management services are provided by Gardner Family Care Corporation, Unity Care and Creative Solutions. | Differential Response Path IV – When exiting the child welfare system, families who have successful reunified are referred to Path IV services to provide time-limited supportive services in efforts to maintain stability and prevent re-entry into foster care, after their dependency case is closed. As with Paths I and II, Path IV services are voluntary, and available to families residing Santa Clara County, however families are referred 30 days before their dependency case is dismissed to allow for a period of transition. | Targeted population are those families exiting the child welfare system after successfully reunifying with their children. Santa Clara County will be expanding Path IV services including additional services to target increased numbers of Latino families and African American/African Ancestry families. | As indicated in Santa Clara County's (C-CSFR) Self-Assessment completed in February 2012, the Latino Child Welfare Equity Project (pages 103-104) indicate the availability and eligibility structure of intervention services were not insufficient in engaging families and working to address the particular needs of all the families who could benefit from supportive services in efforts to stabilize their family as the transition out of the child dependency system thus reducing the likelihood for the need of future intervention by the child welfare system. | As indicated in Santa Clara County's (C-CSFR) Self-Assessment completed in February 2012, the Latino Child Welfare Equity Project (pages 103-104) indicate the availability and eligibility structure of intervention services were not insufficient in engaging families and working to address the particular needs of all the families who could benefit from supportive services in efforts to stabilize their family as the transition out of the child dependency system thus reducing the likelihood for the need of future intervention by the child welfare system. |
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Attachment I: Prevention Services Descriptions

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| Flex Funds for utilization in the Differential Response Programs | All Differential Response providers noted above | \$500 per family to be used for transportation, childcare or any other expense posing as a barrier for a family. | To be eligible for these funds the family must be participating in Differential Response Path I, II or IV, and the use of these funds will be limited to payment of other needs, not covered by other funding sources, which are essential to migrating risks to the children, assisting the family in completing their case plan and/or stabilizing the family, in order to prevent a need for a higher level of intervention. | Data Tracking linking the \$ allocated, the barrier addressed for a family and the outcome for the family. | As indicated in Santa Clara County's (C-CSE) Self-Assessment completed in February 2012, the Institutional Analysis, the assessment component of the California Partners to Permanency, (page 93) as well as analysis of DFCS services by Unified Children of Color Task Force (pages 94-95), and the Latino Child Welfare Equity Project (pages 103-104) identify an unmet need as the available means to assist families with meeting a particular need or stressor, such as car repair, school uniforms etc., for a family. Flex funds when combined with the case management component of Differential Response Paths I and II, will ensure that families are strong and connected, thus reducing the likelihood of the need for future intervention by the child welfare system. |
| Parent Support Group | RFP needed | Parents able to connect and support one another | Target population will be parents involved in the child welfare system. | To be determined in the RFP process | Increasing a parent voice and support for parents from one another |
| Home Visitation Program | RFP needed | Support for parents not able to attend or benefit from existing parenting classes | Target population will be those parents involved in the child welfare system through voluntary or court ordered services in need of in home parenting classes. | To be determined in the RFP process | Not all parenting classes are working for all parents |

Attachment I: Prevention Services Descriptions

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|--|-------------------------|--|--|-------------------------------------|---|
| Disproportionality Oversight Committee | Will need to be created | Community oversight for disproportionality for Latino and African American children and families | Target population is the over representation of children of color within the child welfare population for Latino and African American children and families. | To be determined in the RFP process | Disproportionate numbers of Latino and African American children and families in the Santa Clara County Child Welfare System. |
|--|-------------------------|--|--|-------------------------------------|---|

Attachment J- SIP Information Received from Harvard Consensus Project (*)

SIP Component Template

Outcome/Systemic Factor:

Elimination and remediation of racial disproportionality in all phases of child welfare.

County's Current Performance:

The Santa Clara County Board of Supervisors recognizes that this County's child welfare system is distinguished from national and state trends, where Latino children in this County are more likely than white children to enter the child welfare system. Santa Clara County is one of only two counties in California in which Latino children are overrepresented in child welfare, as compared to the percentage of Latino children in the general population of the County. This is inconsistent with the parity or underrepresentation of Latinos in child welfare demonstrated across the State of California. While the County is in many areas a positive model and forerunner in service and practices, the Board acknowledges that, here, the County's distinction is not of such positive nature.

Latino overrepresentation in child welfare and juvenile justice systems has been a pervasive problem in Santa Clara County for decades. The present disproportionate overrepresentation in child welfare is demonstrated by Latinos amounting to 68% of substantiated allegations and 66% of dependents in-care as of July 1, 2011 (2011 UC Berkeley Disparity Indices), as compared to the 39% of Latino children in the general population of the County (2010 Census). Similarly, Latino youth are overrepresented in the County juvenile justice system, with Latinos being 75% of the total juvenile commitment population (2011 Annual Report of Court).

As a result of failure to resolve the protracted overrepresentation, La Raza Roundtable, a respected and long-standing civil rights organization based in Santa Clara County, engaged the Harvard Negotiation and Mediation Clinical Program (HNMCP) to assess the viability of resolving this conflict through means of alternative dispute resolution – a consensus building process, in avoidance of litigation and/or involvement and action by the U.S. Department of Justice. Local, state and national Latino civil rights organizations, including La Raza Roundtable, California League of United Latin American Citizens (LULAC), the Mexican American Political Association (MAPA), an affiliate of National Council of La Raza, the Dolores Huerta Foundation, Inc., and Los PADRES/Mexican-American Clergy, have asserted that the multisystem overrepresentation of Latinos is a civil rights issue and is the result of actionable discriminatory policies and practices.

HNMCP prepared a *Conflict Assessment Regarding Latino Overrepresentation in the Criminal Justice, Juvenile Justice & Juvenile Dependency Systems within San Jose and Santa Clara County (HNMCP Conflict Assessment)* in the Summer and Fall of 2009. The *HNMCP Conflict Assessment* was released at a cross-jurisdictional press conference in February 2010. A facilitated consensus process was thereafter undertaken pursuant to the recommendations of the *HNMCP Conflict Assessment* and is recognized in the County as the 'Harvard Study Consensus Process'.

The *Harvard Study Consensus Process* is convened by La Raza Roundtable and pursuant to the *HNMCP Conflict Assessment* a Process Design Committee was established by the Convener and has included: the Board of Supervisors, County Executive, County Counsel, the Mayor, City Manager and Police Chief for the City of San Jose, the Bishop and Diocese of San Jose that includes Deanery 6 of East and Downtown San Jose, the Presiding and Supervising Judges of Superior Court, the Senator for the 15th District, the Assembly members for the 24th and 28th

(*) This information was received from the LaRaza Roundtable as part of the Harvard Consensus Project and is being provided as an attachment to Santa Clara County's SIP as it was received outside of the community SIP process.

Attachment J- SIP Information Received from Harvard Consensus Project (*)

Districts, the Sheriff, the District Attorney, the Public Defender, the Consul General de Mexico, and the aforementioned Latino civil rights organizations. To prepare the instant SIP Improvement Goal, the Board adopted the facilitated *Harvard Study Consensus Process* in late October 2012 as the process to facilitate cross-jurisdictional dialogue for the purpose of designing an Improvement Goal aimed to eliminate Latino overrepresentation in child welfare.

Since November 2012, participants of the *Harvard Study Consensus Process* have arrived at consensus with respect to the paramount importance of the instant account of our County's Current Performance as the framework for necessary Systems Change and Improvement. The description herein has been developed through facilitated dialogue, historical records, and is intended to provide a broad and accurate context to this report to the State, and to promote common understanding of this protracted conflict among Local, State and Federal stakeholders.

In sum, the County's prior System Improvement Plans have resulted in poor outcomes with regard to Latino overrepresentation. In 2006, Improvement Goal No. 1 of the County System Improvement Plan aimed to "reduce the proportion of first entries into care for Latino children in the foster care system from 56.5% to 50%" by the end of the three year SIP period. By the third year, in 2009, the percentage of Latino overrepresentation in foster care had not decrease, but increased, nearing 65%. In June 2009, the Board of Supervisors adopted a System Improvement Plan that excluded Latinos from its Improvement Goal aimed at decreasing racial disproportionality, which had been formulated through County departmental efforts in partnership with the County's Children of Color Taskforce. The State of California accepted the County's adopted SIP in 2009. State and County efforts to address racial disproportionality subsequent to the June 2009 SIP resulted in significant federal grant funding for improving permanency outcomes for populations overrepresented in long-term foster care. The overrepresented Latino population in long-term foster care was excluded from the co-application by the State and County for the federal funding. During the period of the previous SIP, the percentage of disproportionate overrepresentation of Latino children in all phases of child welfare did not improve, but increased. Consequently, these matters are the subject of potential legal action by a Latino civil rights organization.

The Board of Supervisors recognizes that Latino civil rights organizations entered into the facilitated *Harvard Study Consensus Process* under the condition and understanding that the protracted multisystem Latino overrepresentation in the County would be eliminated with a sense of urgency and immediacy, so as to avoid more costly and protracted means of resolving the dispute. The Board is aware that Latino civil rights organizations assert that the County has engaged in discriminatory policies and practices that may include, but are not limited to: (1) a failure to provide access to meaningful, or at least proportional, resources and staff dedicated to eliminate Latino overrepresentation in child welfare, alleged to be demonstrated by the exclusion of Latinos from the June 2009 SIP and subsequent federal funding directed at addressing racial disproportionality; (2) discriminatory employment practices, alleged to be demonstrated by an absence of Latino representation in Social Service Agency upper management and allegations of a hostile work environment; (3) the lack of bilingual and bicultural/Latino-centric child welfare, Differential Response, and prevention service-providers contracted by the Social Services Agency; and (4) the absence of a Latino-led and Latino-focused initiative in the form of a Taskforce, believed necessary to assure equitable empowerment of Latinos.

Dolores Huerta, Co-Founder of the United Farm Workers, and President and Founder of the Dolores Huerta Foundation, Inc., Victor Garza, Chair of La Raza Roundtable, Benny Diaz, State Director of California LULAC, Rose Amador, President of local affiliate to National Council of La

Attachment J- SIP Information Received from Harvard Consensus Project (*)

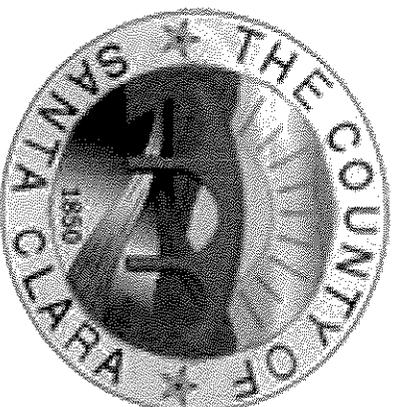
Raza, and Danny Garza, of the Mexican American Political Association each testified at the invitation of then-Assembly member Jim Beall, Jr., now Senator, at a *State Hearing of the Assembly Select Committee on Foster Care* in January 2012 at historic McDonnell Hall in East San Jose ("McDonnell Hall State Hearing"). Their respective testimony speaks to how Latino overrepresentation in child welfare is a civil rights issue. Additionally, the 2011-2012 Legislative Platform adopted by National LULAC reflects that investigation of "racial profiling and discrimination in the child welfare systems by the U.S. Justice Department and Department of Health and Human Services" is a national policy priority, which California LULAC has expressed is highly relevant to the conflict in Santa Clara County.

As a result of the *McDonnell Hall State Hearing*, Assemblymember Beall, Jr. introduced legislation with Principal Co-Author Senator Elaine Alquist, AB 1611, which cited the exclusion of Latinos from State projects addressing racial disproportionality, including the California Disproportionality Project and California Partners for Permanency. Latino civil rights organizations assert that the County and State are jointly accountable for exclusions and denials of equal access that have resulted in increased overrepresentation of Latinos in child welfare.

In recognition of these matters and in light of input received through the facilitated *Harvard Study Consensus Process*, the Board of Supervisors submits this account of the County's Current Performance to the State and is committed to authorizing local resources, and pursuing additional funding, for remedial action.

California Child and Family Services Review System Improvement Plan

January 2013 to January 2018



Conducted by:

Santa Clara County

**Department of Family and Children's Services and
the Probation Department**

Bruce Wagstaff, Social Services Agency Director

Lori Medina, Department of Family & Children's Services Director

Sheila Mitchell, Probation Department Chief Probation Officer

System Improvement Process- State and Federal Requirements

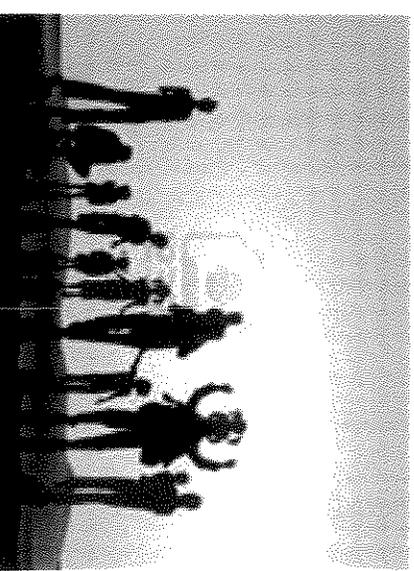
Federal Child Family Services Review (CFSR) and State AB636 SIP Components

- **Quantitative Assessment**
Peer Quality Case Review (PQCR) -June 2011
Permanency focus for DFCS and Reunification focus PD
- **Qualitative Assessment**
Self Assessment (CSA) completed in May 2012
- **System Improvement Plan**
Goals, Strategies and Action Steps to achieve goals



Community Input and Planning Process

- SIP community meetings -May 2012 “Kick off”
- SIP Workgroup meetings June-Dec 2012
- Oversight for final “vetting” of the SIP plan
- Feedback staff representing the Latino, African American and API communities.
- Sign off by: BOS, Child Abuse Council, Parent Partner, Youth Advisor, SSA Director and Chief of Probation



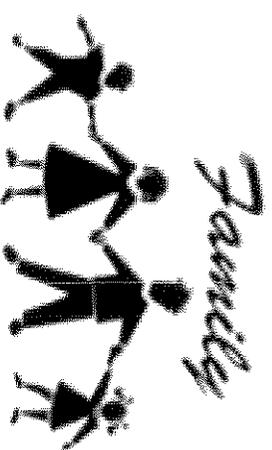
Key Issues from the Self Assessment and PQCR

- Disproportionate numbers of referrals for families of African American and Latino decent and the disproportionate numbers of families within the Child Welfare System;
- Need for prevention services;
- Engagement and Support for Biological parents/fathers and family members ;
- Lack of consistent assessments- General Neglect;
- High numbers of older youth lacking permanent placement ;
- Language needs and cultural proficiency for clients for classes and programs;



Child Welfare Strategies

1. Disproportionality -Over-representation of Latino and African American children and families
2. Prevention
3. Safety
4. Permanency



Priority Outcomes for Child Welfare

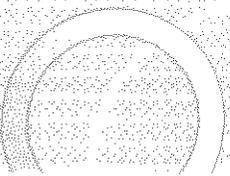
- **DISPROPORTIONALITY**

- *Address and eliminate the over representation of African Ancestry and Latino families, as defined as “Within five years African Ancestry and Latino children will be no more likely than other children given the same risk or protective capacity factors, to enter the child welfare caseload or to exit the child welfare system”.*

This will be accomplished through:

- Revised Mandated training
- Increases in Differential Response
- Increases in parenting classes (In-home classes and language specific classes)
- Address poverty and economic needs for families
- Better utilization of Family Resource Centers





PREVENTION

Strategies for Child Welfare



- Increase Differential Response
- Support for families facing Immigration issues
- Link public benefits to address economic vulnerabilities
- Revise the design, content and delivery of mandated reporter training

SAFETY Strategies for Child Welfare



Addressing safety, ensuring that children and families are assessed in a timely manner and those families are provided the necessary resources and supports so that children do not enter the children welfare system

This will be accomplished through:

- **A partnership with the community enhance community resources that better meet the evolving needs of families.**

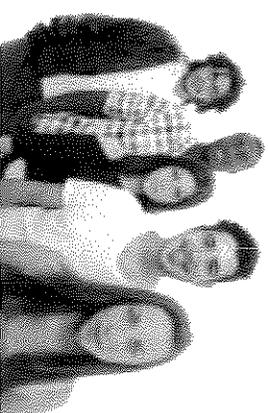
PERMANENCY Strategies for Child Welfare

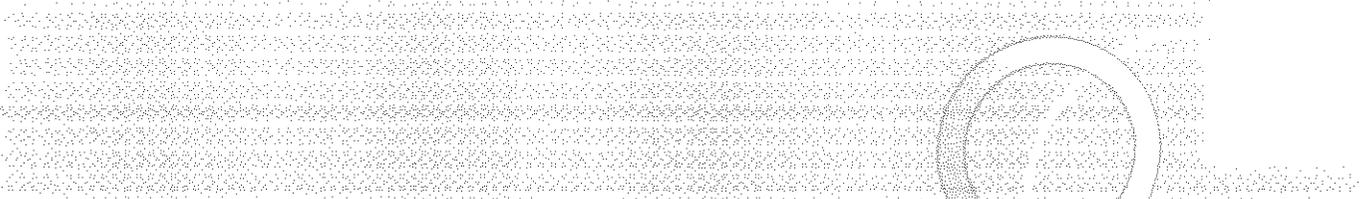


- Family Finding
- Increased visits between parents and children
- Engagement with parents/fathers
- Trauma focused training
- Increase in support for educational and mental health well-being

Probation Services Juvenile Division Outcomes

1. **Disproportionality - Over representation of Latino and African American children and families**
2. **Family Reunification**
3. **Least Restrictive Placement and Placement Stability**



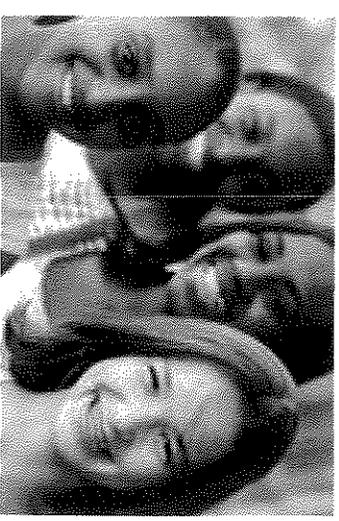


Priority Strategies for Probation

This will be accomplished through:

- 1. Develop a coordinated and integrated child welfare and juvenile justice system that enhances services and outcomes for dually involved youth.**
- 2. Improve family supports through linkages to family-based alternative services and alternative placements to group homes for probation youth in placement.**

Continued Strategies for Probation



- 3. Probation will increase the number of youth who are safely reunified in a timely manner with their families through increased support and engagement with parent(s).**
- 4. Increase placement with relatives and Non-Relative Extended Family Member placements, and safely support probation youth and the parent(s) in family reunification.**
- 5. Address and eliminate the over representation of African American and Latino youth in the Juvenile Justice foster care system, as defined as “within five years African American and Latino youth will be no more likely than other youth, given the same risk or protective capacity factors, to enter probation foster care placement.”**

Office of the County Executive Strategy



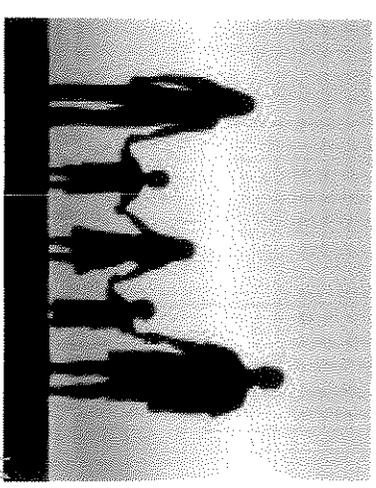
Create an Office of Cultural Competency for Children’s Services

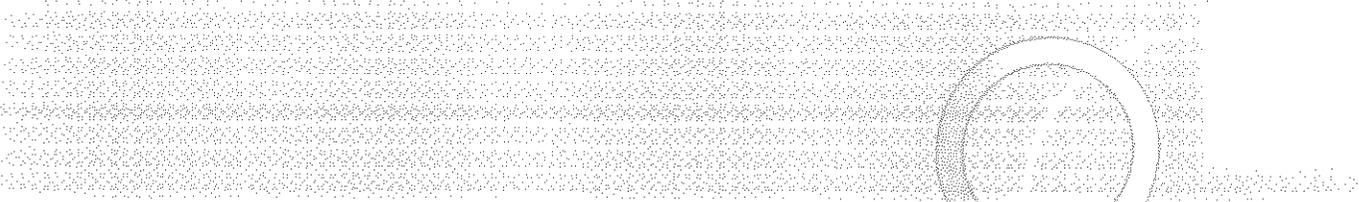
- This new Office will reside within the Office of the County Executive responsible for the county wide implementation of policies and programs that address that racial and ethnic disparity that currently exists within our County services.

Next Steps

- SIP approval by BOS
- Quarterly review of SIP Goals with oversight committees and State representatives
- SIP modification within the 5 year time span from 2013 -2018

“Living document”-should change as progress is made or as lessons are learned in how to improve designated outcomes.





Questions

