

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County: Trinity
 SIP Period Dates: 2013-2018
 Outcome Data Period: July 1, 2014-June 30, 2015

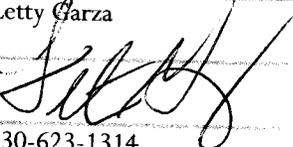
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BOS Approval Date: Per CDSS - N/A for Progress Report

Name:
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California - Child and Family Services Review

Annual SIP Progress Report

2014 - 2015



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Introduction

As part of the California Child and Family Services Review (C-CFSR) process, county child welfare and probation departments submit an annual progress report, reviewing current outcome data measures and providing an analysis of their comparison to the baseline data contained in the County Self-Assessment (CSA). The progress report also reviews progress made towards achieving strategic goals outlined in the System Improvement Plan (SIP) Chart.

Trinity County's five-year SIP for the period of 2013-2018 was approved by the California Department of Social Services (CDSS) on June 15, 2015. The Trinity County SIP Progress Report for the period of 2013-2014 was approved by CDSS on June 8, 2015. Most of the strategies outlined in the SIP were scheduled for future implementation, though some action steps have been completed toward meeting the County's goals. The SIP Progress report for the period of 2014-2015 will serve to explicate the current actions of Trinity County Child Welfare and Probation as the units move closer to the SIP goals.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

In the 2014-2015 year, Trinity County Child Welfare and Probation have maintained relationships with all stakeholders listed as the C-CFSR Team in the 2013-2018 SIP Narrative. Child Welfare and Probation meet regularly with a variety of committees comprised of stakeholders. The partners with which Child Welfare and Probation work closest are Trinity County Behavioral Health/Alcohol and Other Drugs Services, Trinity County Sheriff's Office, Trinity County Office of Education, Trinity County District Attorney's Office, and Trinity County Counsel. Meetings with these agencies occur weekly or monthly. Liaison representatives are assigned by these agencies to attend meetings and continue to facilitate comprehensive collaboration. Other stakeholders participate in quarterly meetings or meetings organized as required. A full list of these stakeholders and the agencies they represent can be found on pages ten and eleven of the 2013-2018 Trinity County System Improvement Plan.

Child Welfare social workers and Probation officers comply with mandates to visit juvenile dependents on a monthly basis. As time permits, social workers and Probation officers meet with children and foster parents more regularly than once per month; however, travel times from Trinity County to many placement facilities require at least a two hour commitment, which can be a significant limiting factor in facilitating multiple face to face visits every month. . Coordination of Visits often requires communication with foster family agencies and substitute care providers. This continued communication, provided by monthly worker visits, phone calls, and electronic mail correspondence with foster parents and foster family agency staff, is vital to ensure that these stakeholders remain informed as Child Welfare and Probation work toward the SIP goals.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Trinity County submitted its SIP and 2013-2014 SIP Progress Report simultaneously, and these documents were approved in June of 2015. The delayed submission and approval has influenced the ability of Trinity County to implement certain aspects of the SIP goals, and timelines were modified for some of the strategies. Therefore, outcome data measures are not always reflective of the effectiveness of the SIP strategies.

As noted in the SIP, for the 2013 through 2018 period under review, Trinity County has focused its analyses on measures that followed an entry cohort rather than an exit cohort. This focus was the result of an understanding that the Child and Family Services Review outcome measures (CFSR) would be changing in 2015. Therefore, the SIP Progress Report includes a discussion of the new federal CFSR outcome measures effective October 1, 2015 (CFSR 3). This discussion will compare the performance of Trinity County data based on the previous CFSR measures (CFSR 2) against the CFSR 3 data from Q2 2015. The CDSS has required Trinity County to use the CFSR 3 data and this analysis will be as accurate possible, as the CFSR 3 measures have changed by combining some CFSR 2 measures and by focusing on entry cohorts. The CFSR 3 measures are concise and place emphasis on safety, permanency, and well-being criteria; the discussion will include how the continuous quality improvement efforts by Trinity County Child Welfare and Probation demonstrate dedication to these outcomes.

It should also be noted that the statistical significance of quarterly data is minimal due to the very small size of Trinity County's Child Welfare population, especially for the Probation Department. These statistics are also known as Low Number Events (LNE), as a single child or single set of siblings in particular, can drastically alter the outcome data. In order to provide more meaningful insight, Trinity County's CSA reviewed averaged quarterly data over the span of multiple years. These averaged data trends provide a more accurate summation of the quarterly statistical data.

PRIORITY OUTCOME MEASURE

CFSR 2 Measure: C1.3 Reunification within 12 months (entry cohort)

CFSR 3 Measure: P1 Permanency in 12 months (entry cohort)

DATA ANALYSIS

The CFSR 3 measure expands the permanency priority outcome to include achieving permanence by reunification, adoption, or guardianship within the first 12 months of entering into care. The previous CFSR 2 measure focused only on reunification within 12 months.

During the second quarter of 2015, Trinity County's performance in measure P1 was 36.7%. The national standard is 40.5% or higher.* As reported in the 2013-2014 progress report, performance of the CFSR 2 measure C1.3 reunification from Q1 2014 was 41.2% which compared to the national average in Q1 2014 to 48.4%. Even with the change of the measures from CFSR 2 to CFSR 3, we see that Trinity County continues to experience challenges to meet the child welfare national standard in permanency within 12 months.

This performance challenge results from a combination of several factors. Over the course of 2014, a number of sibling groups entered into care, the cases were complex, and barriers to reunification included geographic isolation and limited access to court ordered services for some parents. Continuances frequently occurred in the Court that directly impacted timelines, and therefore timeliness of permanency. The County has yet to implement strategies surrounding enhanced collaboration with the Courts, however dialogues have occurred in which judicial officials have expressed interest in pursuing collaboration. It is hoped that models such as Systems of Care and collaborating directly with the Courts will improve outcomes related to timely reunification.

*Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 10/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

PRIORITY OUTCOME MEASURE

CFSR 2 Measure: C1.4 Re-entry following reunification

CFSR 3 Measure: P4 Re-entry to foster care in 12 months (entry cohort)

DATA ANALYSIS

The methodology to examine re-entry to foster care has changed between the CFSR 2 and CFSR 3 measures. The CFSR 2 measure analyzed re-entries to foster care during the first six month after reunification or guardianship. The current CFSR 3 measure follows an entry cohort and examines re-entries over a twelve-month period after reunification or guardianship.

During the second quarter of 2015, Trinity County performed at 5.9%. The national standard is 8.3% or lower.* As stated in the 2013-2014 progress report, during the first quarter of 2014, Trinity County's performance in CFSR 2 measure C1.4 was 9.1 % compared to the CSA baseline of 13.4%. The national standard was 9.9%. Trinity County continues to successfully exceed the national standard in this measure during the SIP progress reporting period.

This success can be attributed in part to the County's strategies surrounding supportive family maintenance services after reunification. These services include continued support from Child Welfare, collaboration with AmeriCorps family support aides and the Human Response Network's in-home parenting education program. The County continues to promote child abuse prevention, intervention, and treatment. Some of the successful intervention and treatment practices have been made possible through the leveraging of CAPIT and CBCAP funds towards parenting education and in-home supportive services programs.

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PRIORITY OUTCOME MEASURE

CFSR 2 Measure: C4.3 Placement stability (24 months in care)

CFSR 3 Measure: P5 Placement stability

DATA ANALYSIS

The CFSR 2 measures for placement stability were categorized by “2 or more moves” across certain timeframes within a given period. The CFSR 3 measure simplifies the definition of stability to analyze a total number of days a child is in care and how many placements a child has experienced over 1,000 days.

During the second quarter of 2014, Trinity County’s performance in measure P5 was an average of 4.99 placement changes per 1,000 days. The national standard is 4.12 moves or fewer.* According to the 2013-2014 progress report, in Q1 2014, Trinity County’s performance in measure C4.3 was 36.4% compared to the CSA baseline of 40.3%. The national standard was 41.8%. Even with the change of the measures from CFSR 2 to CFSR 3, we see that Trinity County continues to fall just below the national standard.

Over the course of 2014, a number of sibling groups entered into care, and some of these children had experienced severe trauma that can manifest as disruptive or undesirable behaviors in foster homes. Medical fragility, severe trauma informed behaviors, and lack of concurrent interest by foster families has directly impacted Trinity County foster youth placement stability, especially in the 2-5 year old population. Trinity County lacks appropriate placement homes, which has continued the necessity of accepting any available home without regard for specific placement matching techniques or location. Trinity County experienced some success with its foster care recruitment events, and the County expects to see more improvement in this data measure as more quality in-county homes become available.

*Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 10/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

SYSTEMIC FACTOR

Prevention Services

DATA ANALYSIS

In conjunction with the AmeriCorps program, the County has served 36 families through the Differential Response prevention services. The County utilizes tools provided by the AmeriCorps program to track quantitative data for prevention services; the County plans to develop internal mechanisms for tracking yearly progress and qualitative impact.

SYSTEMIC FACTOR

Availability of In-County Placement Options

DATA ANALYSIS

The County has seen a small increase of licensed foster family homes, but has yet to implement a method to track this data and provide analysis relative to the data reported by the CFSR outcome measures. The County intends to develop internal mechanisms for tracking yearly progress and impact. Because the projection numbers are small, the County anticipates discussion of this data will focus on Low Number Events (LNE).

STATUS OF STRATEGIES

As previously stated, Trinity County submitted its SIP and 2013-2014 SIP Progress Report simultaneously, and these documents were approved in June of 2015. It is important to note that the Child Welfare unit experienced significant staff changes in 2014-2015: 100% of the social worker staff were new in their positions in 2014. Four new social workers replaced line staff who left Child Welfare for other units or agencies, one new worker replaced a line staff who was promoted to Child Welfare Supervisor, and the sixth social worker joined Child Welfare in an added position. Many Child Welfare administrative and support positions also experienced turnover or changes in 2014. Additionally, on July 24, 2014, the Trinity County Juvenile Hall was temporarily closed and all staff (8 full-time and 4 part-time) were laid off due to a revenue shortfall related to the loss of federal and state funds. After receiving some

additional county general fund dollars, the facility resumed operations in a reduced capacity (Friday through Monday) on March 28, 2015, and reinstated two (2) of the staff that were laid off the prior year. The lack of a local facility to house delinquent youth put a tremendous strain on probation resources due to out-of-county transports, as well as necessitating extraordinary efforts to prevent a concurrent spike in foster home placement of delinquent youth as a result. Additionally, a great amount of resources during this time period went to recruiting, hiring, and investigating backgrounds of new staff to re-fill positions in the juvenile hall. These combined factors have greatly influenced the ability of Trinity County to implement certain aspects of the SIP Improvement Goals, and it is necessary for modification of timelines for some of the strategies.

STRATEGY I

Contract with Prevent Child Abuse - California (PCA-CA) and implement and establish the AmeriCorps program to provide preventative in-home services to families at highest risk of removal within the community.

ANALYSIS

The family stabilization and prevention services offered by the AmeriCorps services members include, but are not limited to, providing in-home parenting education, supporting families engaged in Voluntary Family Maintenance (VFM) cases, and connecting families to local non-profit and County social services. Additional development of the program will be required in order to analyze the impact of this strategy on related outcome data measures.

ACTION STEP STATUS

The County has successfully completed two years of the AmeriCorps program. The County has continued to contract with Prevent Child Abuse-California (PCA-CA) for two family support aides. Recruitment, hiring, training, and orientation of service members occurs annually during the third and fourth quarters. In the 2014-2015 contract year, service members have served 36 families through the Differential Response prevention services, which exceeds the goal of 20-25

families as outlined in the SIP. AmeriCorps also participated in outreach events raising public awareness of child abuse and the need for prevention. Members hosted a booth at a school carnival in an isolated part of Trinity County and supported other awareness activities, such as the Child Abuse Prevention Awareness month in April 2015. The AmeriCorps members tracked their effectiveness through use of a recidivism tool in order to capture the number of families served and whether those families subsequently entered the child welfare system. Prevention services offered by the AmeriCorps service members has flourished in assisting families engaged with Child Welfare; however, the small numbers of Probation youth has created a barrier for consistent and continued services offered to families engaged in Probation services. The County plans to progress toward the goal of providing services to Probation involved families.

The County has completed all action steps with the exception of developing internal mechanisms for tracking and analyzing the impact of the strategy on related outcome data measures in child abuse prevention statistics.

METHOD OF EVALUATION AND/OR MONITORING

The County currently has access to AmeriCorps evaluation tools such as improvement of parenting skills and recidivism rates, but the mechanism for translating these findings to their impact on child abuse prevention rates are yet to be developed. AmeriCorps members, social workers, and supervisors have brainstormed ideas for mechanisms that may be used. One such idea is to cross reference currently used tools, referral tracking and AmeriCorps recidivism rates, to indicate the effectiveness of differential response curriculum and services. Development of this and other tools is ongoing. Continued tracking and cross reference of current data will help to inform future analysis of the AmeriCorps Differential Response services.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Not applicable at this time.

PROGRAM REDUCTION

Not applicable at this time.

STRATEGY II

Actively recruit new placement providers in Trinity County to increase in-county placement options.

ANALYSIS

The County has made progress in promoting awareness of the need for placement homes in Trinity County and recruiting new placement providers.

ACTION STEP STATUS

The County continues to enhance relationships with foster family agencies to encourage licensure of new foster homes in Trinity County. Foster family agencies have participated in community outreach and hosted one informational meeting. In the 2014-2015 year, one foster family agency licensed two additional homes in Trinity County. These homes are available as first placement options as well as for long-term care. The county plans to continue recruitment efforts as outlined in the action steps.

The County has also seen a successful growth in numbers of relative and Non-Related Extended Family Member (NREFM) placement homes with the addition of five relative or NREFM homes approved in Trinity County. In 2014-2015, the County opted-in to the statewide Approved Relative Caregiver (ARC) funding option in an effort to better support eligible relative homes in and out of the County.

METHOD OF EVALUATION AND/OR MONITORING

The County is able to evaluate the effectiveness of this strategy by monitoring the number of placement options added to the County.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Not applicable at this time.

PROGRAM REDUCTION

Not applicable at this time.

STRATEGY III

Implement Safety Organized Practice (SOP).

ANALYSIS

Due to significant Child Welfare staff turnover and restructuring in 2014-2015, the County continues to plan for implementation of SOP. The County and the Northern Training Academy of U.C. Davis have engaged in discussions to strategize SOP implementation and training of Trinity County Child Welfare and Probation staff. The plan includes an orientation and training in April of 2016.

ACTION STEP STATUS

The County attended the July 2014 SOP convening held by the Northern Training Academy of U.C. Davis in Davis, California. This convening served as a collaborative and forum for Northern counties to discuss SOP implementation. Subsequent convenings have not been available as many counties have integrated SOP into their daily activities. Trinity County expects to orient and train social workers in SOP starting in April of 2016. Remaining action steps are yet to be initiated.

METHOD OF EVALUATION AND/OR MONITORING

Not applicable at this time.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Not applicable at this time.

PROGRAM REDUCTION

Not applicable at this time.

STRATEGY IV

Explore models of agency collaboration and identify agency practice models.

ANALYSIS

The County is currently in its initial planning stages of this strategy.

ACTION STEP STATUS

Multiple County Departments engage in regular Mid-Level Management meetings in an effort to enhance agency collaboration and to explore the feasibility of implementing the Systems of Care (SOC) model. Social workers, supervisors, and support staff engage families in structured Family Team Meetings, however a policy has yet to be developed. The County has yet to implement strategies surrounding enhanced collaboration with the Courts, however dialogues have occurred in which judicial officials have expressed interest in pursuing collaboration.

METHOD OF EVALUATION AND/OR MONITORING

Not applicable at this time.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Not applicable at this time.

PROGRAM REDUCTION

Not applicable at this time.

STRATEGY V

Formalize a Family Finding policy and identify system practice as part of concurring planning efforts.

ANALYSIS

This strategy is re-scheduled for November of 2015.

ACTION STEP STATUS

This strategy is re-scheduled for November of 2015.

METHOD OF EVALUATION AND/OR MONITORING

Not applicable at this time.

ADDITIONAL STRATEGIES (WHEN APPLICABLE)

Not applicable at this time.

PROGRAM REDUCTION

Not applicable at this time.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

The County does not foresee any obstacles or barriers to future implementation at this time.

PROMISING PRACTICES/ OTHER SUCCESSES

As mentioned in the SIP, there have been improvements in the systemic factors. The Probation Department continues to emphasize data entry and utilize the SafeMeasures database website to track data compliance. The County added a level of management to the Child Welfare agency in order to have a dedicated program manager and a social worker supervisor. This restructuring of management allows more effective and efficient work performance in child welfare programs and social work. The County has also ameliorated caseload burdens to Child Welfare staff by adding social worker positions. The Child Welfare unit experienced significant staff changes in 2014-2015: 100% of the social worker staff were new in their positions in 2014. Many support staff positions also experienced turnover or changes; however, regardless of staff challenges, the Child Welfare team is currently cohesive and solid.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

For the second quarter of 2015, Trinity County faces a challenge in the CFSR 3 data measure P3: Permanency in 12 months (24+ months in care). Trinity County performed at 28.6%, the national standard is 30.3% or more.* The County has such a small population of children who have been in care for 24 months or more, only one or more child may significantly skew the data result. This Low Number Event (LNE) was based on a population of seven children. Two

*Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 10/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

out of seven children achieved permanency in this group. These two children were a sibling set and their cases experienced a tumultuous court process. The case closed after a little over two years with the children achieving guardianship with a relative. Continued analysis of specific cases is necessary for the County to understand certain LNE variables like these.

Trinity County Child Welfare and Probation continues its commitment to the highest standard of service in the field of child welfare. The County will continue to monitor its performance in all outcome data measures and will adjust its SIP strategies as appropriate to ensure that children and families are experiencing best possible outcomes.

State and Federally Mandated Child Welfare/Probation Initiatives

Trinity County participates in the following state and federally mandated Child Welfare and Probation initiatives.

Since the rollout of AB 12, or the Fostering Connections After 18 Initiative, Trinity County Child Protective Services, which is also the direct ILP Provider, has developed protocols and policies for its youth who were formerly aging out at eighteen years of age. The county currently offers Extended Foster Care (EFC) to youth, but has only had a handful of eligible youth enter into the program to date. To help with preparing youth for the transition, meetings are scheduled at the six-month and 90-day marks prior to a youth turning eighteen to inform and prepare them to make decisions about staying in care and how they can continue to succeed while meeting program requirements. Trinity County is one of the few counties that provide pay incentives to youth for grades, graduation, and college attendance, among other activities, in order to promote success and pro-social lifestyles among ILP youth.

Trinity County Behavioral Health Services and Child Protective Services have collaborated to implement Pathways to Well-Being services under the Katie A. initiative. This partnership ensures all youth in care are receiving timely access to behavioral health services. In order to assist in the provision of these services, the collaboration has appointed a liaison between departments to help prepare all referrals and track the youth assessments and access to services. Monthly meetings are held between the two agencies to review open referrals, expedite new referrals, remove barriers to accessing services, and coordinate care for children placed in and out-of-county.

The County has implemented Participatory Case Planning, which is an inclusive model that makes the family a central player in developing their case plan. The County has experienced a

successful implementation of Family Team Meetings (FTM). The County intends to refine and formalize the FTM practice in order to enhance agency collaboration and consistency. Both of these models mean to address safety and permanency outcomes while supporting families in their reunification process in the least adversarial manner possible.

The Probation Department has recently implemented staff training to both field officers as well as facility staff in adolescent brain development, trauma informed care, and the lifetime effects of child trauma, in an effort to enhance family case planning and correctional treatment programming. Additionally, other on-going training is provided or offered to staff related to evidence-based practices including assessment of risk/needs, comprehensive case planning, and motivational interviewing (MI), a collaborative person-centered form of guiding conversation to elicit and strengthen motivation for change in clients.

The County is committed to being at the forefront of child welfare and will therefore be adjusting practice based on current trends in child welfare research. One such trend in California is Safety Organized Practice (SOP). Trinity County is enthusiastic about implementing SOP, among other initiatives, in an effort to provide the highest quality services possible to children and families.

5 – YEAR SIP CHART (CFSR 3 MEASURES)

<p>Priority Outcome Measure or Systemic Factor: Prevention Services</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Serve 20-25 at-risk families annually via AmeriCorps program (CWS) Serve 5-10 at-risk families annually via AmeriCorps program (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: Availability of In-County Placement Options</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Add 2-3 placement homes in Trinity County annually (CWS) Add a 602-specific placement home in Trinity County (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 Months (Entry Cohort)</p> <p>National Standard: 40.5%*</p> <p>2014-2015 Progress Report Baseline Performance: CWS: 36.7%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 40.5%*; Probation: 40.5%*</p>
<p>Priority Outcome Measure or Systemic Factor: P4 Re-Entry to Foster Care in 12 Months (Entry Cohort)</p> <p>National Standard: 8.3%*</p> <p>2014-2015 Progress Report Baseline Performance: CWS: 5.9%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 5.9%*; Probation: 0.0%*</p>
<p>Priority Outcome Measure or Systemic Factor: P5 Placement Stability</p> <p>National Standard: 4.12 moves per 1000 days*</p> <p>2014-2015 Progress Report Baseline Performance: CWS: 4.99 moves*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 4.12 moves*; Probation: 4.12 moves*</p>

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5 – YEAR SIP CHART (CFSR 2 MEASURES/ORIGINAL CSA CHART)

<p>Priority Outcome Measure or Systemic Factor: Prevention Services</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Serve 20-25 at-risk families annually via AmeriCorps program (CWS) Serve 5-10 at-risk families annually via AmeriCorps program (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: Availability of In-County Placement Options</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Add 2-3 placement homes in Trinity County annually (CWS) Add a 602-specific placement home in Trinity County (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: C1.3: Reunification within 12 Months (Entry Cohort)</p> <p>National Standard: 48.4%*</p> <p>CSA Baseline Performance: CWS: 44.5%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 48.4%*; Probation: 48.4%*</p>
<p>Priority Outcome Measure or Systemic Factor: C1.4: Re-Entry Following Reunification (Exit Cohort)</p> <p>National Standard: 9.9%*</p> <p>CSA Baseline Performance: CWS: 13.4%*; Probation: 0.0%*</p> <p>Target Improvement Goal: CWS: 9.9%*; Probation: 0.0%*</p>
<p>Priority Outcome Measure or Systemic Factor: C4.3: Placement Stability (At Least 24 Months In Care)</p> <p>National Standard: 41.8%*</p> <p>CSA Baseline Performance: CWS: 40.3%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 41.8%*; Probation: 41.8%*</p>

* Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J., (2013). CCWIP reports. Retrived 9/15/2013, from University of California at Berkeley California Child Welfare Indicators Project website.
URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Strategy 1: Contract with Prevent Child Abuse - California (PCA-CA) to implement and establish the AmeriCorps program to provide preventative in-home services to families at highest risk of removal within the community.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Re-Entry Following Reunification <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Apply for the AmeriCorps grant through PCA-CA annually or as needed.	May 2013 May 2014	May 2013 May 2014	CPS Program Manager CPS Supervisor CPS Analyst
B. Once awarded, contract with PCA-CA regarding terms of AmeriCorps program and service member employment.	June 2013 June 2014	June 2013 June 2014	CPS Program Manager CPS Supervisor CPS Analyst
C. Recruit and hire AmeriCorps service members to fill allocated positions annually.	August 2013 August 2014	August 2013 August 2014	CPS Program Manager CPS Supervisor CPS Analyst
D. Train and orient AmeriCorps service members to county policies and safety procedures.	September 2013 September 2014	November 2013 November 2014	CPS Program Manager CPS Supervisor and Lead Social Workers AmeriCorps Program Coordinators
E. Track progress annually using tools provided by AmeriCorps program, including improvement of parenting skills for families served.	September 2014 September 2015	September 2014 September 2015	AmeriCorps Service Members CPS Program Manager CPS Supervisor and Analyst AmeriCorps Program Coordinators

<p>F. Community outreach will be provided by AmeriCorps service members through an annual event promoting child abuse awareness.</p>	<p>May 2014 May 2015</p>	<p>May 2014 May 2015</p>	<p>CPS Program Manager CPS Supervisor AmeriCorps Service Members</p>
<p>G. Attend Annual AmeriCorps Conference</p>	<p>July 2014 July 2015</p>	<p>July 2014 July 2015</p>	<p>CPS Program Manager CPS Supervisor CPS Analyst</p>
<p>H. The Probation Department will work with the AmeriCorps program to establish a provision of parenting education classes for probation-involved families of at-risk youth.</p>	<p>April 2015 February 2016</p>	<p>April 2016</p>	<p>CPS Program Manager CPS Supervisor and Analyst Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>
<p>I. The Probation Department will begin making referrals to AmeriCorps parenting education programs for probation-involved families.</p>	<p>April 2016 February 2016</p>	<p>June 2016</p>	<p>CPS Program Manager CPS Supervisor and Analyst Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>

Strategy 2: Actively recruit new placement providers in Trinity County.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Availability of In-County Placement Options Reunification Within 12 Months Placement Stability	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Advise the County Board of Supervisors of the need and encourage them to adopt a resolution.	May 2014 May 2015	May 2014 May 2015	CPS Program Manager CPS Supervisor CPS Analyst
B. Submit articles in the local newspaper.	May 2014 May 2015	May 2014 May 2015	CPS Program Manager CPS Supervisor and Analyst AmeriCorps Service Members Foster Family Agencies
C. Hold foster care recruitment and informational meetings on an annual basis.	May 2014 May 2015 November 2015	May 2014 May 2015 November 2015	CPS Program Manager CPS Supervisor AmeriCorps Service Members Foster Family Agencies
D. Engage Foster Family Agencies in the process of local recruitment.	May 2014 May 2015 November 2015	May 2014 May 2015 November 2015	CPS Program Manager CPS Supervisor AmeriCorps Service Members

<p>E. Engage Foster Family Agencies and the community in an effort to establish a crisis home for emergency placements.</p>	<p>May 2014 May 2015 November 2015</p>	<p>May 2014 May 2015 November 2015</p>	<p>CPS Program Manager CPS Supervisor AmeriCorps Service Members</p>
<p>F. Engage Foster Family Agencies and the community in an effort to establish a 602 specific foster home placement for probation-involved youth.</p>	<p>May 2015 December 2015 April 2016</p>	<p>May 2015 December 2015 April 2016</p>	<p>CPS Program Manager CPS Supervisor Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>
<p>G. Create official publications to be distributed throughout the county for purpose of promoting awareness of need for additional placement homes.</p>	<p>July 2015 December 2015</p>	<p>September 2015 December 2015</p>	<p>CPS Program Manager CPS Supervisor CPS Analyst</p>
<p>H. Develop mechanism to measure and monitor effectiveness of recruitment efforts including meetings and publications.</p>	<p>October 2015 February 2016</p>	<p>April 2016</p>	<p>CPS Program Manager CPS Supervisor CPS Analyst</p>
<p>I. The Probation Department will create an advisory committee to explore the feasibility of establishing a crisis center for emergency placements and other potential program options within the legal confines of a special-purpose 96-hour maximum hold Juvenile Hall facility.</p>	<p>January 2015 January 2017</p>	<p>April 2015 January 2018</p>	<p>Chief and Assistant Chief Probation Officer CPS Program Manager CPS Supervisor and Analyst</p>

Strategy 3: Implement Safety Organized Practice (SOP).	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Availability of In-County Placement Options Reunification Within 12 Months Re-Entry Following Reunification Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Attend annual SOP Convening conferences.	July 2014 July 2015	July 2014 July 2015	CPS Program Manager CPS Supervisor CPS Analyst
B. Hold an in-county SOP orientation and training for all staff.	April 2015 April 2016	April 2016	CPS Program Manager CPS Supervisor CPS Analyst UC Davis Northern Training Academy
C. Create Department policies and procedures regarding SOP practice model as needed.	May 2015 May 2016	May 2016	CPS Program Manager CPS Supervisor CPS Analyst HHS Director and Deputy Director
D. Develop tools to measure impact of SOP on outcomes and employee satisfaction.	August 2015 August 2016	August 2016	CPS Program Manager CPS Supervisor CPS Analyst UC Davis Northern Training Academy
E. Use tools to measure impact of SOP on outcomes and employee satisfaction.	December 2015 December 2016	December 2016	CPS Program Manager CPS Supervisor CPS Analyst

F. The Probation Department will examine the SOP model and applicability to current family-oriented practices within the juvenile probation system.	April 2015 April 2016	July 2015 July 2016	Chief and Assistant Chief Probation Officer
G. If applicable, the Probation Department will apply the SOP model to current family-oriented practices within the juvenile probation system.	September 2015 September 2016	January 2016 January 2018	Chief and Assistant Chief Probation Officer

Strategy 4: Explore models of agency collaboration and identify agency practice models.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Availability of In-County Placement Options Reunification Within 12 Months Re-Entry Following Reunification Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Engage with other agencies during monthly Mid-Level Management meetings in an effort to enhance agency collaboration.	October 2013 Monthly 2014	Oct, Nov, Dec 2013 Monthly 2014	Management: CPS, Probation, Human Response Network, Trinity County Office of Education, Behavioral Health Services, Foster Youth Education Liaison
B. Explore the feasibility of implementing Systems of Care (SOC).	June 2014	June 2015	Department Heads: HHS, BHS, TCOE, Probation, Sheriff, Public Health, DA
C. Formalize a Family Team Meeting (FTM) policy and practice that promotes agency collaboration.	April 2015 March 2016	November 2015 September 2016	CPS Program Manager CPS Supervisor CPS Analyst
D. Develop and implement a system of collaboration with the Court to ensure effective implementation of new practices.	January 2016	January 2017	CPS Program Manager CPS Supervisor and Analyst UC Davis Northern Training Academy Superior Court Judges and Administrators

<p>E. Develop a mechanism to measure and monitor the effectiveness of said system of collaboration with the Court.</p>	<p>January 2017</p>	<p>April 2017</p>	<p>CPS Program Manager CPS Supervisor and Analyst UC Davis Northern Training Academy Superior Court Judges and Administrators</p>
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Strategy 5: Formalize Family Finding policy and identify system practice as part of concurring planning efforts.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Availability of In-County Placement Options Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Research available tools and perform budget analysis.	March 2015	September 2015	CPS Program Manager CPS Supervisor CPS Analyst Assistant Chief Probation Officer
B. Select tool and complete any necessary contracts.	April 2015 November 2015	October 2015 February 2016	CPS Program Manager CPS Supervisor CPS Analyst Assistant Chief Probation Officer
C. Develop policy and inter-agency MOU surrounding use of tool.	June 2015 January 2016	January 2016 March 2016	CPS Program Manager CPS Supervisor CPS Analyst Assistant Chief Probation Officer
D. Train staff in policy and use of the tool.	August 2015 January 2016	June 2016	CPS Program Manager CPS Supervisor CPS Analyst Assistant Chief Probation Officer
D. Implement Use of Tool.	September 2015 February 2015	September 2016	CPS Program Manager CPS Supervisor CPS Analyst

E. Develop a mechanism to measure and monitor effectiveness of tool.	October 2015 May 2016	December 2016	CPS Program Manager CPS Supervisor CPS Analyst
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