California - Child and Family Services Review

Napa County
System Improvement Plan

June 4, 2023 – June 4, 2028

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California – Child and Family Services Review Signature Sheet
For submittal of: CSA [ ]   SIP [X]   Progress Report [ ]

County	County of Napa
SIP Period Dates	6/4/2023 – 6/4/2028
Outcome Data Period	2022 Quarter 2

County Child Welfare Agency Director

Name	Veronica Piper-Jefferson
Signature*	
Phone Number	707-253-4137
Mailing Address	Napa County Health & Human Services, Child Welfare Division 2751 Napa Valley Corporate Drive, Bldg. B Napa, CA 94558

County Chief Probation Officer

Name	Amanda Gibbs
Signature*	
Phone Number	707-299-1620
Mailing Address	Napa County Probation Department 212 Walnut Street Napa, CA 94559

Public Agency Designated to Administer CAPIT and CBCAP

Name	Napa County Health & Human Services, Child Welfare Division
Signature*	
Phone Number	707-253-4744
Mailing Address	2751 Napa Valley Corporate Drive, Bldg. B Napa, CA 94558

Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	
Signature*	

APPROVED AS TO FORM
OFFICE OF COUNTY COUNSEL

Date: February 12, 2025

Contact Information

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Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	N/A
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Background – Child and Family Services Review

In 1994, the United States Congress amended the Social Security Act (SSA) to authorize the Department of Health and Human Services to review all State child and family services programs for conformity with the requirements of Titles IV-B and IV-E of the Social Security Act. In 2000, the Administration for Children and Families initiated the Child and Family Services Reviews. In addition to monitoring conformity with federal law, the mandated purpose of the CFSR is to determine what was happening to children and families as they engage in child welfare services and enhance states' capacity to help children and families achieve positive outcomes.

California Child and Family Services Review (C-CFSR)

In 2001, the Legislature enacted, and the Governor Signed AB 636 (The Child Welfare System Improvement and Accountability Act) which implemented the mandated amendments to the Social Security Act through the California Child and Family Services Review (C-CFSR). As a State-County partnership, this outcomes-based accountability system is an enhanced version of the federal oversight system consisting of multiple components described in the following paragraphs. California began its first round of C-CFSRs in 2002.

County Self-Assessment (CSA)

A County Self-Assessment (CSA) is a comprehensive review of each County's child welfare services and youth in foster care under the supervision of County probation departments. The CSA assesses the full array of child welfare and juvenile probation, from prevention and protection through permanency and aftercare. It is an analytical tool used by Counties to determine the effectiveness of current practice, programs, and services across the continuum of child welfare and probation placement services. Through the assessment, the CSA helps identify areas which should be targeted for improvement.

The CSA in Napa County is developed every five years by the lead agencies (Child Welfare and Probation) in coordination with local community and prevention partners. The CSA gathers quantitative and qualitative data describing how well both child welfare and probation are meeting the needs of children and families in Napa County. Qualitative data comes from various sources including a structured Peer Review, focus groups, and interviews. The virtual Peer Review for the Napa County Self-Assessment was conducted February 28 – March 9, 2023. Seven child welfare social workers from six counties (El Dorado, Marin, Monterey, San Mateo, Solano, and Sonoma) and three probation officers from separate counties (Monterey, San Mateo, and San Bernardino) participated as peer reviewers. Eighteen cases occurring within the past five years (12 CWS and six Probation) were selected for the review. Napa County Child Welfare chose to focus on Federal Measure S2 – Recurrence of Maltreatment, and Probation elected to examine Measure P2 – Permanency in 12 months for youth in care 12-23 months. Peer counties were selected to conduct the review based on a review of data statewide showing counties that consistently perform well on the selected outcome measures.

In addition, the C-CFSR has integrated reporting on the California Office of Child Abuse Prevention (OCAP) funding into the CSA five-year plan. OCAP funds are appropriated to support counties' capacity to provide

a continuum of services for children and families with an emphasis on prevention and early intervention. The SIP reports annually on the use of three OCAP funding streams: Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds.

System Improvement Plan (SIP)

Incorporating data collected through the CSA such as quantitative data, stakeholder feedback, and focus group feedback, is the final component of the C-CFSR, which is the SIP. The quantitative analysis is derived from data submitted monthly to the California Child Welfare Indicators Project (CCWIP) and information gathered from the CSA.

The SIP serves as the operational agreement between the County and the State, outlining how the County will improve its capacity to provide better outcomes for children, youth, and families. The SIP includes a coordinated service provision plan showing how the County will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and help children find permanent families when they are unable to return to their families of origin. The SIP is developed every five years by the lead agencies in collaboration with their local community and prevention partners. It includes specific action steps, timeframes, and improvement targets and is approved by the County Board of Supervisors (BOS) and the CDSS. The plan commits the County to make specific measurable improvements within a defined timeframe.

System Improvement Plan Progress Report

Counties, in partnership with the State, utilize CCWIP quarterly data reports to track progress. The process is a continuous cycle as each County systematically attempts to improve outcomes. The SIP is updated yearly and becomes a mechanism through which counties report progress toward meeting agreed upon improvement goals. As required, Napa County Child Welfare and Juvenile Probation will lead the completion of the SIP Progress Report in partnership with the CDSS.

Quarterly Outcome and Accountability Data Reports

The CDSS issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures serving as the basis for the C-CFSR and are used to track performance over time. These data reports are used to inform and guide both the assessment and planning processes. They are also used to analyze policies and procedures. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate.

California Case Review

The CDSS implemented the Case Review program in August 2015. Case reviews are conducted in every California county and are viewed by the CDSS as an essential component to county and state continuous quality improvement (CQI) processes. California is currently using the Administration for Children and Families' (ACF) Onsite Review Instrument (OSRI) for review of all cases. County Case Review staff conduct a quarterly qualitative review, including probation cases. The number of cases reviewed each quarter is determined by the overall caseload. Napa County is currently reviewing five (5) cases per quarter. Qualitative case reviews are an important way to gather data about the "how" and the "why" questions

associated with CQI. These case level data complement the quantitative data obtained through systems such as the California Child Welfare Indicators Project (CCWIP), SafeMeasures®, and Business Objects reports. Napa Child Welfare implemented the Child Welfare Case Review per the CDSS requirements.

C-CFSR Team Core Representatives

The CFSR planning team consists of representatives from Napa County Health and Human Services, Child Welfare Division, Napa County Juvenile Probation, and CDSS. Additionally, consultants from Shared Vision Consultants were contracted to work with the Napa County planning team to develop the SIP. The core planning team included:

TABLE 1: SIP CORE PLANNING TEAM

Name	Organization	Role
Veronica Piper Jefferson	HHSA - Child Welfare Services	Deputy Director
Alexys Vosmeier	HHSA - Child Welfare Services	Assistant Deputy Director
Brandi Lockhart	HHSA - Child Welfare Services	Assistant Deputy Director
Candace Segrove	HHSA - Child Welfare Services	Staff Services Manager
Shalon Keener	HHSA - Child Welfare Services	Project Manager
Kristin Week	Napa County Probation Department	Chief Deputy Probation Officer
Craig Burch	Napa County Probation Department	Assistant Chief Probation Officer
Crystal Villatoro	Napa County Probation Department	Supervising Probation Officer
Kimberly Alarcon	Napa County Probation Department	Staff Services Manager
Dennis Bozanich	Shared Vision Consultants	Consultant
Jerry Lindner	Shared Vision Consultants	Consultant
Lisa Molinar	Shared Vision Consultants	Consultant
Tasia Belton	Shared Vision Consultants	Consultant

The planning team met regularly to plan and discuss the findings and development of the SIP.

CORE TEAM REPRESENTATIVES

As part of the CSA and SIP, Napa County sought the participation of key community stakeholders to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. Additionally, throughout the year the C-CFSR process is discussed in various advisory committees. This was accomplished through several activities including a Napa County stakeholder meeting on March 15, 2023. The following attended the Stakeholder Meeting:

TABLE 2: STAKEHOLDER MEETING PARTICIPANTS

Full Name	Job Title	Agency
Alejandra Mendieta-Bedolla	Victim Services Coordinator	Napa County District Attorney's Office
Alexys Vosmeier	Assistant Deputy Director	Napa County Health and Human Services Child Welfare Services Division

Full Name	Job Title	Agency
Alicia Florez	Director of Public Health Nursing	Napa County Health and Human Services Public Health Division
Amanda Bevins	Chair	Juvenile Justice Commission
Amanda Gibbs	Chief Probation Officer	Napa County Probation Department
Ana Soto	Program Director	NEWS
Annmarie K. Baker	Program Manager	Cope Family Center
Blair Castro	CWS MSW Intern	Napa County Health and Human Services Child Welfare Services Division
Brandi Lockhart	Assistant Deputy Director	Napa County Health and Human Services Child Welfare Services Division
Brenda Flores	CWS ER Supervisor	Napa County Health and Human Services Child Welfare Services Division
Candace Segrove	CWS Ongoing Supervisor	Napa County Health and Human Services Child Welfare Services Division
Cheri N. Thomas-Stevens	Director	Wayfinder Family Services
Chris Miller	Deputy Probation Officer	Napa County Probation Department
Christopher Pacheco	Lt. - Patrol	Napa Police Department
Crystal Villatoro	Supervising Probation Officer	Napa County Probation Department
Daphkar Lahens	CWS Social Worker III	Napa County Health and Human Services Child Welfare Services Division
Erica Magee	C-CFSR Consultant	CDSS
Fabio Rodriguez	Captain	Napa Police Department
Imari Pollard	CWS MSW Intern	Napa County Health and Human Services Child Welfare Services Division
Irina Perez	Parent partner (Bilingual)	Stanford Sierra Youth & Families
Jennifer Yasumoto	Agency Director	Napa County Health and Human Services
Kerry Ahearn	CEO	Aldea
Kiana Vicari	Consultant/Analyst	CDSS
Kimberly Lawrence	Program Supervisor	Wayfinder Family Services
Krystal Johnson	Program Director	Aldea
Laurie Harty	Staff Services Analyst	Napa County Health and Human Services Public Health Division
Maria O. Fernandez	Social Worker III	Napa County Health and Human Services Child Welfare Services Division
Maura Snider, PHN	Public Health Nurse	NCHHS
Michael Padilla	Social Worker III	Napa County SSSD
Michele Grupe	Executive Director	Cope Family Center

Full Name	Job Title	Agency
Monica J Koenig	MCAH Coordinator	Napa County Health and Human Services Maternal, Child and Adolescent Health
Noelle Poulsen	Staff Services Analyst	Napa County Health and Human Services Child Welfare Services Division
Rachel Robertson	CWS MSW Intern	Napa County Health and Human Services Child Welfare Services Division
Shalon Keener	CWS Project Manager	Napa County Health and Human Services Child Welfare Services Division
Shana Rousseau	Social Work Supervisor II	Napa County Health and Human Services Child Welfare Services Division
Sharrae Hollans-Everette	Social Work Supervisor II	Napa County Health and Human Services Child Welfare Services Division
Tiffany Waahila	Child Protective Social Worker II	Napa County Health and Human Services Child Welfare Services Division
Vanessa Renee Rotolo	Mental Health Counselor/ Perinatal Track	Napa County Health and Human Services Behavioral Health Division
Veronica Piper-Jefferson	CWS Deputy Director	Napa County Health and Human Services Child Welfare Services Division

Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

Napa County has selected outcomes related to permanency and safety as priorities for the System Improvement Plan 2023-2028. Child Welfare has selected S2 Recurrence of Maltreatment and 3-P4 Re-Entry to Foster Care in 12 Months. Probation has selected P2 Permanency in 12 Months (in care 12-23 Months) as the focus outcome but will also address Permanency in general. Child Welfare focused on S2 Recurrence of Maltreatment and Probation focused on P2 Permanency in 12 Months (in care 12-23 months) for the Peer Review. The Peer Review findings indicated there are strengths in each department, and opportunities to enhance outcomes. For this report, C-CFSR Round 3 Performance Standards and methodology will be used.

Child Welfare Summary of Outcome Data Measures

The section below includes an overview of Napa County's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of Napa County's performance. **All data figures presented in this section are taken from data extract Q2 2022.** Some data sets are clarified with information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

In all data tables below "M" represents Masked Data. **Masking is performed to protect the privacy of individuals served by CDSS**; values of ten or less and calculations based on values of ten or less are masked ('M' or '*'). In stratified views of the data, additional values (the lowest available) are masked to prevent calculation of values of ten or less.

CHILD WELFARE OUTCOME DATA MEASURES ABOVE (OR BETTER THAN) THE NATIONAL PERFORMANCE

As discussed in the Outcome Data Measures of the CSA, Napa County CWS is performing better than the Performance Standard in the following outcomes:

S1-Maltreatment in Foster Care

This measure is defined as "Of all children in care during the 12-month period, what is the rate of victimization per day?"

The performance standard for this measure is 8.50. During the reporting period, July 1, 2021, to June 30, 2022, Napa's children experienced a victimization rate of 0.0 (0 of 26,244 days), meeting the performance standard. The County has met the standard twice in the past five years.

TABLE 3: S1 - MALTREATMENT IN FOSTER CARE PER 100,000 DAYS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
	n	**n**	**n**	**n**	**n**
Rate per 100,000	3.12	10.44	16.21	12.86	0.00

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
	n	**n**	**n**	**n**	**n**
Instances of maltreatment	M	M	M	M	0
Foster care days	**32,071**	**38,330**	**37,010**	**31,094**	**27,244**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P1-Permanency in 12 months (Of Entering Foster Care)

This measure is defined as "Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?"

The Performance Standard for this measure is 40.5%. During the most recent performance period, July 1, 2020, to June 30, 2021, Napa County achieved permanency for 44.8% (26 of 58) of children, meeting the performance standard. The County has met the standard for the past five years.

TABLE 4: P1 - PERMANENCY WITHIN 12 MONTHS, 2016 – 2021

	Interval				
	JUL2016-JUN2017	**JUL2017-JUN2018**	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**
Permanency (%)	56.7	46.5	46.7	43.2	44.8
Permanency (count)	34	33	50	32	26
Entries (count)	60	71	107	74	58

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P2 – Permanency in 12 months for children in Foster Care 12-23 months

This measure is defined as "Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?"

The Performance Standard is 43.6% exiting to permanency. During this period of reporting, July 1, 2021, to June 30, 2022, 53.6% (15 of 28) of children in care 12-23 months exited to permanency. This is above (better than) the performance standard. The County has performed above the standard for the past five years.

TABLE 5: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
Permanency (%)	72.0	78.6	44.4	76.9	53.6
Permanency (count)	18	11	M	20	15
In care (count)	25	14	18	26	28

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P3-Permanency in 12 Months (In Care 24 Months or More)

This measure is defined as "Of all children in foster care on the first day of a 12- month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?"

The performance standard for this measure is 30.3%. During the reporting period, July 1, 2021, to June 30, 2022, 61.5% of children exited to permanency, above (better than) the performance standard. Since 2018, the County has met the standard twice — the last two years.

TABLE 6: P3 - PERMANENCY FOR CHILDREN IN CARE OVER 24 MONTHS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
Permanency (%)	20.0	20.0	28.6	46.7	61.5
Permanency (count)	M	M	M	M	M
Entries (count)	20	20	14	15	13

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

2B-Timely Response (Immediate Response Compliance) & (10-Day Response Compliance)

These reports are defined as "the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the timeframe specified by the referral response type. Referrals with status "attempted" or "completed" are included in the numerator. Referrals are classified as either immediate response (within 24 hours) or 10-day response."

The performance standard for 2B is 90% of referrals receiving a timely in-person investigation. During the reporting period, April 1, 2022, to June 30, 2022, 97.6% of immediate response referrals were investigated timely, exceeding the performance standard. Of the referrals that required a 10-day response, 93.3% received a timely response, also exceeding the performance standard. The County has exceeded the standard for 10-day response and immediate response referrals for the past five years.

TABLE 7: 2B - TIMELY INVESTIGATION, JULY 2018 – JUNE 2022

	Interval				
	APR2018-JUN2018	**APR2019-JUN2019**	**APR2020-JUN2020**	**APR2021-JUN2021**	**APR2022-JUN2022**
Timely Immediate Response (%)	98.1	100.0	100.0	98.3	97.6
Timely 10-day response (%)	98.8	96.6	98.0	99.1	93.3
Total count	166	148	102	113	104

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

2F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

There are two aspects of the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The data is defined as "the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once." The performance standard for 2F is 95%. At least 50% of those visits must be at the child's residence to meet the standard.

During the reporting period, July 1, 2022, to June 30, 2023, Napa County has achieved timely caseworker visits on 98.7% of cases, meeting the standard. The County has met the standard for the past four out of five years.

FIGURE 9: 2F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2017 – 2022

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
Visits occur anywhere (%)	97.7	98.8	96.0	91.8	98.7
Visits in the residence (%)	96.9	95.0	89.7	95.1	96.7
In care (count)	145	176	168	136	115

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

CHILD WELFARE OUTCOME MEASURES NEEDING IMPROVEMENT

As described in the CSA, the following outcomes were found to be below standard and needing improvement:

S2-Recurrence of Maltreatment

This measure is defined as "Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?"

The Performance Standard for this measure is 9.1%. During the reporting period July 1, 2020, to June 30, 2021, 13.6% of children (21 of 154) experienced a recurrence of maltreatment, not meeting the performance standard. The County has struggled to maintain a rate lower than the performance standard over the last five years. During the reporting period, July 1, 2020 – June 30, 2021, children aged 3-5 experienced the highest percentage of maltreatment at 17.6%, followed closely by children aged 6-10 at 16.4%.

TABLE 10: S2 – RECURRENCE OF MALTREATMENT, 2016 – 2021

PERCENT	Interval				
	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021
	%	%	%	%	%
Children with recurrence	13.6	10.0	12.3	4.9	13.6
Children with no recurrence	86.4	90.0	87.7	95.1	86.4
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 11: S2 - RECURRENCE OF MALTREATMENT BY AGE, JULY 1, 2020 – JUNE 30, 2021

	Age													
	Under 1		1-2 yr		3-5 yr		6-10 yr		11-15 yr		16-17 yr		All	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Children with Recurrence	0	0.0	M	14.3	M	17.6	M	16.4	M	15.9	0	0.0	21	13.6
Children with no recurrence	11	100	12	85.7	14	82.4	46	83.6	37	84.1	13	100	133	86.4
Total	11	100	M	100	M	100	M	100	M	100	13	100	154	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 12: S2 - RECURRENCE OF MALTREATMENT BY ETHNICITY, JULY 1, 2020 – JUNE 30, 2021

	Ethnic Group													
	Black		White		Latino		Asian/PI		Nat Amer		Missing		All	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Children with Recurrence	0	0.0	M	8.9	16	18	0	0.0	.	.	M	33.3	21	13.6
Children with no recurrence	10	100	41	91.1	73	82	M	100	.	.	M	66.7	133	86.4
Total	10	100	M	100	89	100	M	100	.	.	M	100	154	100

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P4-Re-entry to Foster Care in 12 Months

This measure is defined as "Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?"

The Performance Standard for P4 is 8.50%. During this period, July 1, 2019, to June 30, 2020, Napa County's reentry rate was 13.8 which is above, not meeting the performance standard. The County has been below the performance standard three out of the past five years. The percentage of children re-entering declined from 2015/2016 to 2019/2020 before increasing significantly in 2020/2021 to 13.8%. This increase is driven by children aged 6 to 10 who had a re-entry rate of 50% in 2019/2020. This trend must be interpreted with caution as small case numbers mean that one to two families can skew the data. When the percentage was as high as 13% the number of children represented was less than five and consisted of two or more sibling groups. It is challenging to formulate a definitive analysis with such a small client population, however, after a review of the individual cases there were several commonalities noted. CWS has implemented several strategies to support sustained behavioral change and maintain family functioning.

TABLE 13: P4 - RE-ENTRY INTO FOSTER CARE, 2015 – 2020

	Interval				
	JUL2015-JUN2016	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020
Reentry (%)	9.4	6.3	3.1	4.2	13.8
Reentry (count)	M	M	M	M	M
Exits (count)	32	32	32	48	29

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 14: P4 – REENTRY INTO FOSTER CARE BY AGE, 2015 – 2020

Age Group	Interval				
	JUL2015-JUN2016	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020
	%	%	%	%	%
<1 mo	0.0	100.0	.	100.0	.
1-11 mo	0.0	0.0	0.0	0.0	14.3
1-2 yr	0.0	25.0	0.0	0.0	25.0
3-5 yr	20.0	0.0	0.0	0.0	0.0
6-10 yr	9.1	0.0	12.5	8.3	50.0
11-15 yr	10.0	0.0	0.0	0.0	0.0

Age Group	Interval				
	JUL2015-JUN2016	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020
	%	%	%	%	%
16-17 yr	0.0	0.0	0.0	0.0	0.0
Total	**9.4**	**6.3**	**3.1**	**4.2**	**13.8**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 15: P4 – REENTRY INTO FOSTER CARE BY ETHNICITY, 2015 – 2020

Ethnicity	Interval				
	JUL2015-JUN2016	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020
	%	%	%	%	%
Black	100.0	.	100.0	.	40.0
White	4.3	0.0	0.0	0.0	22.2
Latino	0.0	14.3	0.0	7.4	0.0
Asian/P.I.	.	0.0	0.0	.	M
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	**9.4**	**6.3**	**3.1**	**4.2**	**13.8**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P5-Placement Stability

This measure is defined as "Of all children who enter care in the 12-month period, what is the rate of placement moves per day?"

The Performance Standard is less than or equal to 4.12 moves per 1,000 days. During the reporting period, July 1, 2021, to June 30, 2022, Napa children experienced a 4.33 rate of placement moves per 1,000 placement days (29 placement moves over 6,698 placement days), which is more than (not meeting) the performance standard. The number of placement moves has varied considerably over this time period, likely due to the COVID 19 pandemic. There was a significant drop in placement moves in 2019/2020, the time period that encompasses the start of the pandemic. In subsequent years, the number of placement moves returned to pre-pandemic totals.

There are no trends by age, however, Black youth consistently have a higher number of placement moves than White youth. In the most recent period, Latino youth have the highest number of placement moves.

This outcome is slightly below the performance standard and will continue to be monitored closely.

TABLE 16: P5 - PLACEMENT STABILITY, 2017 – 2022

	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
Rate per 1,000	4.16	4.78	2.49	4.90	4.33
Placement moves	52	84	28	47	29
Foster care days	12,504	17,575	11,223	9,589	6,698

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 17: P5 - PLACEMENT STABILITY BY AGE, 2017 – 2022

Age Group	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Under 1	4.10	3.84	2.82	3.55	5.35
1-2	3.68	6.86	3.20	3.40	7.09
3-5	4.02	6.28	1.66	3.31	3.34
6-10	4.54	4.42	3.65	5.45	1.89
11-15	4.95	3.92	1.92	5.91	4.11
16-17	1.55	0.00	2.24	5.78	5.00
Total	**4.16**	**4.78**	**2.49**	**4.90**	**4.33**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 18: P5 - PLACEMENT STABILITY BY ETHNICITY, 2017 – 2022

Ethnicity	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Black	16.26	12.94	2.97	4.84	3.23
White	5.07	5.35	2.59	3.83	1.10
Latino	3.24	3.60	2.42	6.49	6.38
Asian/P.I.	2.36	.	0.00	.	2.49
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	**4.16**	**4.78**	**2.49**	**4.90**	**4.33**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B.,

Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

Probation Summary of Outcome Data Measures

The section below includes an overview of Napa County's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of Napa County's performance. **All data figures presented in this section are taken from data extract Q2 2022.** Some data sets are clarified with information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

PROBATION OUTCOME DATA MEASURES ABOVE (OR BETTER THAN) THE NATIONAL PERFORMANCE

As discussed in the Outcome Data Measures of the CSA, Napa County Juvenile Probation is performing better than the Performance Standard in the following outcomes:

S1-Maltreatment in Foster Care

This measure is defined as "Of all children in care during the 12-month period, what is the rate of victimization per day?"

The performance standard for this measure is 8.50. During the reporting period, July 1, 2021, to June 30, 2022, Napa County's children experienced a maltreatment rate of zero (0 of 1,828 days), below, that is better than, the performance standard. Napa County Probation has had a rate of zero for four of the last five years.

TABLE 19: S1 - MALTREATMENT IN FOSTER CARE PER 100,000 DAYS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
	n	**n**	**n**	**n**	**n**
Rate per 100,000	0.00	39.00	0.00	0.00	0.00
Instances of maltreatment	0	M	0	0	0
Foster care days	**5,055**	**5,128**	**3,173**	**1,893**	**1,828**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

S2-Recurrence of Maltreatment

This measure is not applicable to probation.

This measure is defined as "Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?"

P4-Re-entry to Foster Care in 12 Months

This measure is defined as "Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?"

The Performance Standard for P4 is 8.50%. During this period, July 1, 2019, to June 30, 2020, no children re-entered after achieving permanency, below, that is exceeding, the performance standard. Napa County Probation has fluctuated above and below the standard over the last five years.

TABLE 20: P4 - RE-ENTRY INTO FOSTER CARE, 2015 – 2020

	Interval				
	JUL2015-JUN2016	**JUL2016-JUN2017**	**JUL2017-JUN2018**	**JUL2018-JUN2019**	**JUL2019-JUN2020**
Reentry (%)	20.0	0.0	40.0	0.0	.
Reentry (count)	M	0	M	0	0
Exits (count)	M	M	M	M	0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P5-Placement Stability

This measure is defined as "Of all children who enter care in the 12-month period, what is the rate of placement moves per day?"

The Performance Standard is less than or equal to 4.12 moves per 1,000 days. During the reporting period, July 1, 2021, to June 30, 2022, Napa youth experienced a zero rate of placement moves per 1,000 placement days (0 placement move over 837 placement days), exceeding the performance standard. The County has exceeded the performance standard for the last five years.

TABLE 21: P5 - PLACEMENT STABILITY, 2017 – 2022

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
Rate per 1,000	1.81	2.60	1.95	0.00	0.00
Placement moves	M	M	M	0	0
Foster care days	1,658	1,537	512	314	837

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

2B-Timely Response (Immediate Response Compliance) & (10-Day Response Compliance)

This data is not collected for probation youth.

These reports are defined as "the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals

with status "attempted" or "completed" are included in the numerator. Referrals are classified as either immediate response (within 24 hrs.) or 10-day response".

PROBATION OUTCOME MEASURES NEEDING IMPROVEMENT

As described in the CSA, the following outcomes were found to be below standard.

P1-Permanency in 12 months (Entering in Foster Care)

This measure is defined as "Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?"

The Performance Standard for this measure is 40.5%. In the most recent performance period, July 1, 2020, to June 30, 2021, Napa County Probation had no youth achieve permanency.

Small case numbers make it challenging to examine trends across age or ethnicity. Due to the data masking protocol, Napa County has fewer than ten youth in each age and ethnic category, having small numbers of youth who did not achieve permanency can drastically impact the permanency rate.

Youth are also placed in particular programs requiring specialized treatment in areas that if not addressed, would create a significant threat to community safety. See the P2 analysis for the list of identified service changes.

TABLE 22: P1 - PERMANENCY WITHIN 12 MONTHS, 2016 – 2021

	Interval				
	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021
Permanency (%)	58.3	45.5	36.4	0.0	0.0
Permanency (count)	M	M	M	0	0
Entries (count)	12	11	11	M	M

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 23: P1 - PERMANENCY WITHIN 12 MONTHS BY AGE, 2016 – 2021

Age Group	Interval				
	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021
	%	%	%	%	%
11-15 yr	80.0	50.0	40.0	0.0	0.0
16-17 yr	42.9	40.0	33.3	0.0	0.0
Total	58.3	45.5	36.4	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 24: P1 - PERMANENCY WITHIN 12 MONTHS BY ETHNICITY, 2016 – 2021

Ethnicity	Interval				
	JUL2016-JUN2017	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021
	%	%	%	%	%
Black	.	.	0.0	.	0.0
White	100.0	40.0	25.0	0.0	.
Latino	60.0	50.0	50.0	0.0	0.0
Asian/P.I.	0.0	.	.	.	.
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	58.3	45.5	36.4	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P2 – Permanency in 12 months for children in Foster Care 12-23 months

This measure is defined as "Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?"

The Performance Standard is 43.6% of children will exit to permanency. During this period of reporting, July 1, 2021, to June 30, 2022, Probation had no youth achieve permanency in 2020/2021 and 2021/2022. As with CWS youth, there was a decrease in the percentage of children achieving permanency over time.

With fewer than ten youth in each age and ethnic category, it is not possible to examine trends by demographic characteristics. A single youth not achieving permanency will greatly skew the permanency rate. Youth are also placed in particular programs requiring specialized treatment in areas that if not addressed, would create a significant threat to community safety.

To encourage and develop healthy family bonds while youth are in foster care, the Probation Department at the direction of the Courts uses appropriate assessment tools, case plans, Cognitive Behavioral Programing, swift responses to inappropriate behavior, and works with the youth and family utilizing Child Family Team (CFT) meetings, Family Finding and Engagement, and concurrent planning.

TABLE 25: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
Permanency (%)	20.0	50.0	66.7	0.0	0.0
Permanency (count)	M	M	M	0	0
In care (count)	M	M	M	M	M

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B.,

Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 26: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS BY AGE, 2017 – 2022

Age Group	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
11-15	25.0	.	100.0	0.0	.
16-17	0.0	50.0	50.0	0.0	0.0
Total	20.0	50.0	66.7	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 27: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS BY ETHNICITY, 2017 – 2022

Ethnicity	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
Black	.	.	.	0.0	.
White	0.0	.	100.0	0.0	.
Latino	33.3	50.0	0.0	.	0.0
Asian/P.I.	.	.	.	.	.
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	20.0	50.0	66.7	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

P3-Permanency in 12 Months (In Care 24 Months or More)

This measure is defined as "Of all children in foster care on the first day of a 12- month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?"

The performance standard for this measure is 30.3%. Except for 2019/2020, Probation had no youth in care more than 24 months who achieved permanency. This is likely a reflection of the characteristics of youth who remain in placement for extended periods. Youth who enter a probation placement typically do so after other interventions have been unsuccessful or after a serious criminal charge. They have higher needs or require more extensive treatment than youth who do not enter care. For example, standard treatment for youth who commit a sexual offense is 18 months. Youth are also placed in particular programs requiring specialized treatment in areas that if not addressed, would create a significant threat

to community safety. Permanency is not an option for these youth until treatment is complete, and often they cannot return to their home of origin as the victim resides in the home. As such, they remain in care for extended periods and are more likely to age out of the foster care system than to achieve permanency.

The Probation Department goal is to improve all permanency outcomes regardless of the length of time in care. See the P2 analysis for the list of identified service changes.

TABLE 28: P3 - PERMANENCY TIME IN CARE 24+ MONTHS, 2017 – 2022

	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
Permanency (%)	0.0	0.0	33.3	0.0	0.0
Permanency (count)	0	0	M	0	0
Entries (count)	M	M	M	M	M

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 29: P3 - PERMANENCY TIME IN CARE 24+ MONTHS BY AGE, 2017 – 2022

Age Group	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
11-15	.	0.0	.	.	0.0
16-17	0.0	0.0	33.3	0.0	0.0
Total	0.0	0.0	33.3	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 30: P3 - PERMANENCY TIME IN CARE 24+ MONTHS BY ETHNICITY, 2017 – 2022

Ethnicity	Interval				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
Black	.	.	.	.	0.0
White	.	0.0	0.0	0.0	.
Latino	0.0	0.0	50.0	0.0	0.0
Asian/P.I.	.	.	.	.	.
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	0.0	0.0	33.3	0.0	0.0

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

2F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

There are two aspects of the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The data is defined as "the percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once." The performance standard for 2F is 95%. At least 50% of those visits must be in the child's residence to meet the standard.

During the reporting period, July 1, 2021, to June 30, 2022, Napa County achieved timely caseworker visits on 86.3% of cases, not meeting the standard, and 93.2% of visits were in the residence, meeting the standard. The County has exceeded the performance standard for timely monthly visits two out of the last five years and exceeded the standard for percentage of visits in the residence. An analysis has been conducted, and it determined that the available data is not an accurate reflection of monthly visits with youth, rather, it is a result of data entry practices. In 2019, the unit responsible for CWS/CMS data entry experienced significant staff turnover, resulting in considerable delays in data entry. The reported decrease in monthly visits in 2020/2021 is also impacted by a change in visit modality. With the onset of the pandemic, probation departments were legally allowed to conduct placement visits via Zoom and other virtual platforms. These virtual visits were recorded in CWS/CMS yet were not recognized and counted when data was pulled. As noted above, recent changes in statute, as well as data entry policies and practices have addressed this issue. As a result of reviewing this data, the Probation Department examined more recent compliance with monthly visits as well as residence visits in Safe Measures. During the July 2022-June 2023 time period the percentage of timely visits was 95.1%, exceeding national standards. During the July 2023-June 2024 time period the percentage of timely visits was 100%, exceeding national standards.

TABLE 31: 2F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2017 – 2022

	Interval				
	JUL2017-JUN2018	**JUL2018-JUN2019**	**JUL2019-JUN2020**	**JUL2020-JUN2021**	**JUL2021-JUN2022**
Visits occur anywhere (%)	96.5	100.0	87.5	50.9	86.3
Visits in the residence (%)	77.1	82.7	72.9	62.1	93.2
In care (count)	18	22	15	M	M

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 32: 2F - TIMELY MONTHLY VISITS THAT OCCURRED ANYWHERE BY AGE, 2017 – 2022

Age	Time Period				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
11-15	95.2	100.0	77.8	48.3	97.2
16-17	98.0	100.0	90.3	53.6	60.0
Total	**96.5**	**100.0**	**87.5**	**50.9**	**86.3**

TABLE 33: 2F - TIMELY MONTHLY VISITS THAT OCCURRED ANYWHERE BY ETHNICITY, 2017 – 2022

Ethnicity	Time Period				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
Black	.	.	50.0	23.1	95.0
White	00.0	100.0	83.3	56.3	100.0
Latino	95.1	100.0	100.0	60.7	70.0
Asian/PI	.	.	.	.	.
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	**96.5**	**100.0**	**87.5**	**50.9**	**86.3**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 34: 2F - TIMELY MONTHLY VISITS THAT OCCURRED IN THE RESIDENCE BY AGE, 2017 – 2022

Age	Time Period				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
11-15	74.6	92.5	71.4	85.7	97.1
16-17	80.0	72.5	73.2	40.0	77.8
Total	**77.1**	**82.7**	**72.9**	**62.1**	**93.2**

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

TABLE 35: 2F - TIMELY MONTHLY VISITS THAT OCCURRED IN THE RESIDENCE BY ETHNICITY, 2017 – 2022

Ethnicity	Time Period				
	JUL2017-JUN2018	JUL2018-JUN2019	JUL2019-JUN2020	JUL2020-JUN2021	JUL2021-JUN2022
	%	%	%	%	%
Black	.	.	75.0	100.0	94.7
White	71.9	86.5	63.3	33.3	100.0
Latino	79.2	80.6	80.6	70.6	85.7
Asian/PI	.	.	.	.	.
Nat Amer	.	.	.	.	.
Missing	.	.	.	.	.
Total	77.1	82.7	72.9	62.1	93.2

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

Strategy Summary

CHILD WELFARE

Strategy #1

Increased collaborative relationships with community agencies to promote family well-being and stability.

Systemic Factor –Agency Collaboration

Purpose/Rationale

As demonstrated during the CPP development process for the Families First Prevention Services program, by increasing collaboration with community agencies Napa CWS can improve access to primary and secondary prevention strategies, services, and supports. These prevention services enable parents and families to access culturally derived, appropriate, relevant, and responsive services and supports, that are located in their community, from organizations and community partners they know and trust.

Connecting families to community resources that can provide concrete services such as food, clothing, housing, utilities, transportation, and even childcare can reduce the stressors that many low-income families experience. Concrete services can deliver immediate and direct benefits to families which can reduce risk factors and build protective factors that are vital to helping families thrive and prevent child abuse and neglect and family separation.

Child Welfare and community agencies must develop a communication plan that allows for child welfare staff and community providers to understand the full range of available services and supports to make appropriate referrals. This will allow families to experience a system with a holistic approach based on collaboration and family engagement. The holistic system will be better positioned to explore ways to streamline and integrate the assessment and service provision processes used by each of the partner

agencies. Collaboration will help to reduce any redundancy and support unified assessments of child, youth, and family service needs, and ensure that we are minimizing impact on families while maximizing service access.

Napa County has developed and implemented a Memorandum of Understanding through AB 2083 which has established a multidisciplinary agency collaboration called the Interagency Leadership Team (ILT). The ILT oversees the implementation of the Integrated Core Practice Model (ICPM) across agency systems in Napa County. The ICPM is grounded in strong community support that creates the opportunity for families to be heard and empowered. In engaging the community, Napa CWS will use the principles, values, and practices of the ICPM as guidance and direction in developing shared values, core components, and standards of practice to deliver timely, effective, collaborative, and integrated services for children, youth, and families.

The ILT will also oversee the range of services available, gaps in services and plans to fill those gaps for families in the community especially surrounding Parental substance and/or substance use disorder treatment.

Action Steps

A. Utilize the Comprehensive Prevention Plan (CPP) Asset Mapping to identify community support partners that will increase the utilization of services to increase family well-being including parental substance abuse and/or mental health needs of families.

B. Utilize the ILT cross-sector collaborative to expand and incorporate strategies for continuous improvement of the prevention programs, including referral processes, case plan development, and service provision.

C. Develop policies and procedures for referring families to prevention, intervention and treatment services and monitor service utilization.

D. Train child welfare staff on available local community services, resources, supports, and new policy and procedures developed on referrals to community prevention services.

E. Train community-based service providers on safety, engagement and outcomes as presented in the ICPM.

F. Monitor agency collaboration the number of referrals made to services and the number of services received.

G. Evaluate and implement practices that improve the quality of communication between family-serving organizations identified through the ILT.

Evaluation

Quarterly reviews of Agency participation in ILT activities, referrals to and utilization of services.

Systemic Changes Needed to Support Improvement Goal

None identified at this time.

Educational/Training Needs to Achieve the Goal

- Train CWS on community services.

- Train community partners on ICPM

Roles of Other Partners in Achieving the Goal

ILT and Community-based organizational leaders and program staff will monitor the strategy

Technical Assistance

None identified at this time.

Strategy #2

Agency will adopt motivational interviewing best practice to support the development of behaviorally based case plans.

Outcome Data Measure: S2 – Recurrence of Maltreatment

Purpose/Rationale

Utilizing SDM safety assessment and risk assessment tools, families will be identified as candidates for Informal Family Preservation Services (IFPS). Informal Family Preservation Services reflect the family-centered principle that the best place for children to grow up is in a family and the most effective way to ensure children's safety, permanency, and well-being is to provide services that engage, involve, strengthen, and support families. Once these candidates have been identified Motivational Interviewing will be utilized to assist families to move towards positive behavioral changes.

Motivational interviewing is a nonconfrontational engagement practice that can help families work toward potential changes. It may be particularly useful in encouraging parents to recognize the benefits of participating in an informal family maintenance program. Social Workers using Motivational Interviewing will be able to engage in a collaborative process with families that establishes a productive working relationship that supports the family's commitment to change and to develop a plan based on the family's own strengths, insights, and expertise. Research shows that families are more likely to commit to achieving goals when they help make decisions about a plan that will affect them and their children.[1]

Napa County CWS currently operates an Informal Family Preservation Services program providing short-term intensive in-home services to families when children are at risk for subsequent maltreatment. Informal Family Preservation Services (IFPS) is a Non-Court Family Maintenance Program intended to support families and connect them with community supports to avert further child welfare intervention. Napa County CWS will expand the use of Informal Family Preservation Services (IFPS) by utilizing the SDM safety assessment and risk assessment tools to identify those families where safety concerns have been identified along with a risk of recurrence of maltreatment. By expanding the utilization of IFPS as an option for all families with a substantiated disposition, the department will be able to develop case plans that include CPP secondary and tertiary prevention services that will improve outcomes for families and reduce the risk of recurrence of maltreatment.

These services will include an In-Home Parent Skill Based Program which will increase positive parenting practices and improve parent/caregiver emotional and mental health as well as mental health services that will improve child behavioral and emotional functioning and parental capabilities. These services can

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[1] Horwitz & Marshall, 2015

connect families to support systems and provide resources that can help parents focus on addressing the issues that led to abuse or neglect or that could lead to future maltreatment.

IFPS is an intensive, home-based, crisis intervention targeted to families who have children at risk of recurrence of maltreatment and possible removal and placement in foster care. IFPS combine skill-based interventions and flexibility, so services are available to families according to their individual needs. IFPS strives to protect children from repeated maltreatment by developing a case plan with the family to modify the home environment and/or family behavior so that the child may remain safely in the parental household. Services are focused on assisting in crisis management, restoring the family to an acceptable level of functioning, and gaining support within their community to remain safely together. Ongoing engagement of families is essential for these informal family preservation services to be effective.

Action Steps

A. Review and update policy and procedures, training, and coaching needs to include SDM tools and motivational interviewing to support staff in engaging families in the Informal Family Maintenance Program.

B. Train staff on Motivational Interviewing policies to improve the engagement of families to enhance their participation in the Informal Family Maintenance Program.

C. Utilize Motivational Interviewing to identify family strengths and increase parental capacity to provide safe, nurturing care for children in their own homes.

D. Utilize supervision to coach social workers in the use of Motivational Interviewing.

E. Monitor impact through data review of reports of child abuse and their recurrence.

Evaluation

- Reviewing training compliance reports to ensure staff are trained in Motivational Interviewing

- Quarterly reviews of Child Welfare Services Outcomes System Summary for Napa County for progress on Outcome Measure S2 – Recurrence of Maltreatment.

Systemic Changes Needed to Support Improvement Goal

None identified at this time.

Educational/Training Needs to Achieve the Goal

Motivational Interviewing

Roles of Other Partners in Achieving the Goal

None identified at this time.

Technical Assistance

None identified at this time.

Strategy #3

Through the support of the Excellence in Family Finding, Engagement, and Support Program (EFFES) program, Napa County will enhance family finding and engagement efforts with a focus on engaging fathers and paternal family.

Outcome Data Measure: P-4 Reentry to Foster Care (C-CFSR 3)

Purpose/Rationale

The division now uses Child and Family Team Meetings for all case types, both family reunification and family maintenance, as a forum for network providers to commit to service provision beyond case closure and to participate in safety planning in the event of a relapse and/or mental health episode. While there has been progress, the results have not been consistent over time.

A dedicated family finding and engagement social worker will work with staff on all out of home cases to identify family, to explore potential placement, and to establish permanency and continuing connections, and whenever possible with fathers. Children and Family Team Meetings will be used to establish connections with family members, identifying strengths, and addressing any challenges that may prevent a family from providing the support the child needs to obtain permanency in a safe and stable home.

The intent of this strategy is to identify, connect and engage family members, with an emphasis on fathers and paternal family members, to develop meaningful connections for the child and parents. Fathers are often an underutilized resource for children in foster care and relatedly, so is the extended family of fathers. Increased engagement of, and involvement by, fathers has shown to have positive outcomes for children and an important avenue for permanency. Increased father and paternal relative involvement are important milestones in achieving timely permanency. Since 2018, the U.S. Department of Health and Human Services, Administration for Children and Families strongly encouraged all human service agencies "to work to increase and maintain an environment that prioritizes father engagement as a critical factor in strengthening families and adopt approaches to enhance paternal involvement in all family support and child welfare related programs."

Engaging fathers and connecting them with the right supports can directly impact the way they contribute to their child's development. Studies have highlighted the benefits to child safety and well-being because of father involvement, including those fathers who do not currently live with their children.[2]

The involvement of fathers is associated with:

- A higher likelihood of family reunification and a lower likelihood of adoption.
- Less time that children are separated from their family.
- A substantially lower likelihood of subsequent maltreatment allegations for children reunited with a parent.[3]

Napa County CWS has applied for the Excellence in Family Finding, Engagement and Support Program which will fund a fully dedicated Family Engagement Specialist (FES) position at CWS that will be dedicated to family finding and engagement best practices for foster youth. The dedicated FES position will complete outreach efforts by file mining the case file for connections to the family and the youth, reaching out to

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[2] Malm, K., Zielewski, E., & Chen, H. (2008). *Foster Youths' Views of Adoption and Permanency.*
[3] Rosenberg, J., & Wilcox, W. B. (2006). *The importance of fathers in the healthy development of children.*

known relatives, service providers, attorneys, medical and mental health providers, school professionals and community-based organizations already providing services to the family. The child/youth will be included to identify any adults who care about youth and can have a family-like connection. Family and family-like connections will be engaged with the primary purpose of being part of a support network to provide permanency and an ongoing relationship with the child. Although placement consideration is always a part of assessment, it would not be the sole purpose of the work of permanency, instead, and in line with best practices in permanency work, the focus would be to build existing relationships, or supporting the child/youth in forging relationships, that would continue organically in the youth's life. The FES will work collaboratively with the case carrying worker to ensure that all identified connections are prepared and assembled at case team meetings such as child and family team meetings.

Along with this position Napa County CWS is committed to establishing a Kin-First culture by developing policies and social work practices that will identify and engage family members and natural supports for children in care with whom they can be placed, achieve legal permanency with and create a lifelong family support network.

Action Steps

A. Establish a dedicated intensive family finding and engagement case management position for all Napa County out of home cases.

B. Develop policies and social work practices that will identify and engage family members and natural supports including CFTs for children in care with whom they can be placed.

C. Develop corresponding policy and procedure with a specific focus on father engagement.

D. Obtain and utilize a family finding software application to search for extended family and to document efforts of outreach and engagement with families in a centralized system.

E. Train staff on all aspects of initiating a family search and in Family Finding best practices including but not limited to:

    1. Successful child welfare practices and strategies to engage fathers.

    2. Conducting search and engagement efforts to build a network of supportive adults.

    3. Collaborating and working with the FES and agency staff in conducting permanency work

    4. Ways to support the adults and family network through CFTs to be a resource for children/youth.

    5. How to educate the family, permanency team, and collaborators on the merits of permanency

    6. Developing a permanency plan

    7. Know how various family search tools for FF&E work.

F. Gather feedback via surveys/questionnaires from current and past participants in programs to determine areas where engagement can be improved.

G. Monitor and enhance family engagement practice from gathered survey feedback and case reviews.

<u>Evaluations</u>

Leadership will monitor efforts through case review data, reviewing the family finding software application data, SafeMeasures, survey results and reports in CWS/CMS. These data sources will provide information such as participation rates and efforts to engage extended families including fathers throughout the life of a child welfare case. This will help us monitor Outcome Measure P4 – Re-entry into foster care in 12 months, and revise policy and supplement training, as necessary.

<u>Systemic Changes Needed to Support Improvement Goal</u>

None identified at this time.

<u>Educational/Training Needs to Achieve the Goal</u>

Family Finding Best Practices.

<u>Roles of Other Partners in Achieving the Goal</u>

None identified at this time.

<u>Technical Assistance</u>

Center for Excellence – UC Davis

PROBATION

<u>**Strategy #1**</u>

Supporting youth permanency and family engagement through enhanced Concurrent Planning, Child and Family Team (CFT) Meetings, and Family Finding and Engagement.

Outcome Data Measure: P-2 Permanency in 12 months (in care 12-23 months)

<u>Purpose/Rationale</u>

The Napa County Probation Department will develop and implement a comprehensive plan for realigning existing policies and practices for concurrent planning, CFTs, family finding and family engagement and support, to achieve permanency within 12 months for youth in care 12-23 months.

Concurrent planning (WIC 16501.1(g) (10)) for probation-involved youth in an out of home placement is essential to supporting permanency if efforts to reunify are not successful. Effective concurrent plans are developed as an option for each youth in placement. This requires ongoing maintenance of the concurrent plan and providing needed resources to make sure the alternative placement is viable as the needs of the youth, placement options, and availability of other resources evolve over time.

The stakeholder comments noted inconsistencies in the reassessment of existing case plans and the lack of backup plans. A finding of the Peer Review was that there is "no formal family finding process – POs do engage family/youth in gathering family information at the beginning of the case but, the efforts are not ongoing. While POs are supportive of natural connections, there does not appear to be active efforts to connect the youth with friends or community supports

The CSA further reports that the Probation Department has been working on formalizing this process and will continue to do so as we move forward. (CSA, Pg 169) Napa County Probation will continue its ongoing family engagement efforts to develop and maintain relevant concurrent plans for youth in placements.

The beneficial effect of bringing family and natural supports of family together to help identify strategies for working with youth in the juvenile justice system has long been recognized by juvenile probation. Child and Family Teams formalized such practice. The Child and Family Team (CFT) is defined by statute (W&I 16501(a) (4) as a group of individuals convened by the placing agency who are engaged through team-based processes to identify the strengths and needs of the youth and family to help achieve positive outcomes for safety, permanency, and wellbeing. The amending of the Welfare and Institutions Code to include CFTs recognizes the importance of this tool and the effectiveness of CFTs in bridging the gap between family, services providers, and placing agencies, such as Probation. Case plans are required (WIC 16501.1) to reflect consideration of the recommendations of the child and family team. In addition to mandated public agency representatives, the composition of the team is driven by family members' preferences. Successful CFTs include the active participation of persons with natural supportive relationships with the family, so that the family's support system will continue to exist after formal services are completed. The individuals on the team work together to identify each family member's strengths and needs, based on relevant life domains, culture and cultural preferences, to develop a youth and family-centered case plan.

Family Finding (WIC 628(d) (2)) is a core duty of Juvenile Probation. Family Finding and Engagement efforts (FFE) have been shown to enhance positive outcomes for youth by finding placements and connections with family and extended family members. Emphasis on early search and engagement efforts through policy, procedure, and training can sometimes prevent the need for out of home placement entirely. Should a youth enter the foster care system despite family finding efforts, early engagement efforts can increase familial connections that can decrease a youth's length of time in placement. Numerous studies have demonstrated that youth who age out of the foster care system without a meaningful lifelong connection to an adult face significant challenges and hardships.[4] Even if permanency is not achieved in a timely manner, there is some evidence to suggest the overall long-term outcomes for youth are improved by focusing on lifelong connections. "Permanency for children in foster care should not be defined by the length of placement or success of placement, but rather by the quality of caring relationships and depth of connections a child has with supportive adults." [5]

Expanding the pool of placement options can improve permanency outcomes for youth who are otherwise unable to reunify with their immediate families. Increasing the number of relative placements will also connect parents and youth with extended family support which may increase parents' ability to reunify with their child. Relative/NREFM placements also connect parents and youth with extended family support.

The beneficial effect of bringing family and natural supports of family together to help identify strategies for working with youth in the juvenile justice system has long been recognized by juvenile probation. Napa County Juvenile Probation has been working diligently in recent years to engage families and extended family members and natural supports in reducing the number of youths in placement. The Napa County

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[4] Courtney, M. & Dworsky, A. (2010). *Midwest Study of the Adult* Functioning *of Former Foster Youth.* Chapin Hall, University of Chicago.

[5] https://calswec.berkeley.edu/family-finding-and-engagement-ffe-toolkit

Probation Department and probation officers understand that this must be an ongoing process, applied in all cases.

Action Steps

A. Convene a work group to write a multi-discipline Family Engagement Policy. Review existing processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    1. Gather current processes and policies for Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    2. Gather ACLs and ACINs regarding Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    3. Document needed changes to current processes and policies that address identified service gaps.

    4. Make required updates to current processes and policies.

B. Identify and create necessary new processes and policies for the multi-discipline Family Engagement Policy that involves Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    1. Identify needed processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement based on Action Step #1 work.

    2. Build a collaborative relationship with CWS to improve the consistency of effort and case outcomes of Probations Family Finding and Engagement and concurrent planning.

    3. Create identified processes and policies.

    4. Add them to the existing processes and policies in the Revised Family Engagement Policy.

C. Train probation staff on adopted processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    1. Use processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement to develop a training program for probation staff.

    2. Create a training schedule for probation staff around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    3. Implement the training program.

D. Monitor compliance around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement.

    1. Determine what to monitor for compliance regarding Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement in collaboration with Child Welfare.

    2. Create a process to monitor and ensure compliance.

    3. Train probation data staff services analyst on the process.

4. Implement the process.

<u>Evaluation</u>

The goal of this strategy is to reinforce the department's ongoing initiatives toward strengthening positive family and community connections for youth in the short term and long term. This strategy will be measured by the number of participants and the amount of participant feedback in each youth's CFTs, which will result in more family and natural support participation in the youth's case plan, including concurrent planning.

<u>Systemic Changes Needed to Support Improvement Goal</u>

<u>Developing, training, and implementing the aforementioned policies. Educational/Training Needs to Achieve the Goal</u>

Multi-disciplinary Family Engagement Policy and practice training, including the use of search technology.

<u>Roles of Other Partners in Achieving the Goal</u>

Placement Advisory Committee

<u>Technical Assistance</u>

None identified at this time.

Prioritization of Direct Service Needs

When determining which direct service needs should be funded through CAPIT/CBCAP/PSSF, the County considered outcome measure data, insights gathered from focus groups and stakeholder meetings during the CSA process, and availability, or lack thereof, of resources in the County.

Outcome measure data showed that 60.5% of all children who entered foster care between July 2021 and June 2022 were aged five and under. The age range with the highest percentage of substantiations resulting in removal is children aged 3-5 (21.1%). Neglect (general and severe combined) is the most common allegation at 46.7% of all allegations. These referrals generally involve substance abuse, domestic violence, and mental health issues related to the caregiver or in some way impacting the care of the child. Substance Use Disorder is commonly linked to cases involving domestic violence and mental health issues.

Stakeholders reported that families living in rural communities can be difficult to engage with, which can be exacerbated by a lack of transportation. They also reported that there are limited services in general, but especially for those in rural communities. Of specific need are services which address complex needs such as co-occurring substance use and mental health issues. Additionally, families may be hesitant to engage with formal services due to stigma, a lack of understanding of the system, and a lack of awareness of available resources.

Napa County is focused on addressing several areas, including providing evidence-based programming, culturally relevant and appropriate programs and services, and engaging service delivery. The work will be centered around addressing what is needed in communities and what will have significant impact on outcomes. As disparity and disproportionality plays a pivotal role as to data impact, services addressing children and families that are represented in the Napa County child welfare system will need to be reflected in the available programs and services offered.

CWS provides case management services to families involved in the Family Reunification (FR) program. Many of the FR services are provided in Napa County by Cope Family Center (Cope) staff through their Time-Limited Family Reunification Program. Napa County's Family Reunification Services are designed with the intent of addressing problems of families whose children have been placed in foster care so that reunification may occur safely and timely. Family Reunification Services are also intended to provide support to those families who have been reunified to ensure the strength and stability of the reunification during the 15-month period that begins on the date the child returns home.

For families receiving Family Reunification Services, Cope provides mental health family services "first aid," parent/sibling visitation support, peer support, home visiting, parent education, and other services that promote reunification. Additionally, Cope assists with the coordination of children and parent services through CFT Meetings.

The goals of the **Parent Engagement and Support program** are to promote healthy and safe families by improving parenting skills, parent confidence, resiliency, increasing self-sufficiency, coping skills, and reducing stress and anger to reduce violence in the home. Cope offers accessible bi-lingual services for working parents by providing services at flexible hours (evenings and weekends) with complimentary childcare and meals.

These goals are accomplished via three services:

1. Providing parents with the evidence based Triple P Positive Parenting Program group classes and one-on-one visits.

2. Providing specialized, best practice co-parenting classes to separated and divorcing parents.

3. Engaging parents in dialogue and support through facilitation of peer support groups utilizing the Parent Café model.

Cope's **Community-Based Family Support Services** achieves outcomes for vulnerable families with children using several strategies and services with the intent of improving protective factors, assuring children's safety within the home, and preserving intact families in which children have been maltreated.

Program areas vary in expected outcomes, and quality assurance practices and requirements to meet fidelity for Evidence-Based Program models. A comprehensive set of services available to families may include the following:

- Assessing family need and providing diapers, wipes, formula, other essential household items, gift cards for food, gas, and other essential household items to address Basic Needs and Concrete Supports.

- Providing families access to essential prevention and primary care services, such as physical/mental health services, financial stability/financial literacy activities, health assessments, resources and referrals to government and community subsidies (e.g., SNAP), and supplemental diapers, formula, food, and grocery store gift cards.

- Helping families create a plan through brief case management to transition through crisis and seek complimentary services to manage emotions, prevent violence, and learn self-regulation (e.g., local domestic violence shelter and anger management programs).

- Utilizing community partnerships to link families to available resources to develop their capacity for self-determination (mental health, workforce development, and housing)

- Peer Support groups scheduled monthly to meet a range of needs for parent and family support.

- Early Childhood Services and Home Visiting provided through implementation of the Parents as Teachers Home Visiting Program — in-home and community-based personal visits to share parenting and child development education and resources with families parenting children ages 0-5. Includes screening for adult and child physical and emotional health.

- Connections to community resources and case management support are provided based on family goals, identified needs through screening, parent concerns, and areas of vulnerability identified during home visits.

- Triple P Positive Parenting Program Parent Education

The goals of the Family Resource Center program are to protect families from going without basic needs as they transition from crisis to stability, reduce the stress and isolation associated with poverty so that parents can meet the basic needs of their children, and to help them achieve self-sufficiency. These goals are accomplished via three objectives:

1. Providing families access to essential prevention and primary care services such as physical/mental health services, financial stability activities, health assessments, resources and referrals to government and community subsidies (e.g., SNAP), and supplemental diapers, formula, food, and grocery store gift cards.

2. Helping families create a plan to transition through crisis and seek complimentary services to prevent violence (e.g., local domestic violence shelter and anger management programs).

3. Utilizing community partnerships to link families to available resources to develop their capacity for self-determination (mental health, workforce development, and housing).

The **Parents as Teachers (PAT) Home Visiting** model provides the framework for the program. The program is an evidence-based, nationally recognized home visiting program model designed to work with overburdened families who are at-risk for child abuse and neglect and other adverse childhood experiences. It is the primary home visiting model. It is designed to work with families who may have histories of trauma, intimate partner violence, and mental health and/or substance abuse issues. The promotion of parent-child relationships is the primary goal of the program.

The Parents as Teachers Home Visiting program helps parents take baby steps toward building a loving, safe and healthy home for their children. This program follows a nationally accredited and Evidence-Based Program model which is rooted in the belief that early, nurturing relationships are the foundation for life-long, healthy development. Parents work with their Family Support Specialist during pregnancy and until age five or until the child enters kindergarten. Together, they create goals that build upon the family's strengths, promote parent-child connectedness, and encourage self-sufficiency. This long-term program gives parents and caregivers the knowledge and tools to ensure their children are nurtured in a loving, safe and engaging environment.

Support families by providing **Adoption Support Services** necessary for all members of the family to improve adoption successes. In recognizing that adoptions are dynamic and there are many areas that impact success, relationship building, bonding and ongoing nurturing and attachment is a key area of focus, as this impacts adoption from ages 0-18 and directly leads to a successful lifelong connection.

Nurturing and attachment services are provided by Adoptions workers, who have all received Training for Adoption Competency (TAC) through CASE Foundation. This is a yearlong program that is evidence based. Services provided are offered in the prospective adoptive parent's home, or in the community, per the child and family's needs. The services are provided as tertiary prevention activities, as child maltreatment has already occurred, and the Social Worker is focused on mitigating trauma and the consequences for the family to have a successful adoption.

The program uses a Protective Factors Survey, measuring attachment and nurturing. In using this survey, the indicator to measure success is based on the pre and post scores to measure an increase in attachment and nurturance.

The services provided include, but are not limited to:

- Pre-adoption case management child and family team meetings, referrals for prevention and primary care services, such as physical and mental health services.
- Provide psychoeducation to families on adoption and areas where bonding and attachment can be challenging.
- Give specific recommendations for local service for bonding activities and ways to scale current bonding and attachment.
- Linking families to post adoption service providers for ongoing training, support, service navigation, referrals, and advocacy, including adoption competent therapists.
- Utilize the Protective Factor Survey for Nurturing and Attachment to evaluate the services provided.

Family Preservation Services aims to keep the family safe, avoid unnecessary placement of children in substitute care and improve family functioning so that behavior that led to the crisis will be less likely to occur. Family preservation services primarily take place in the family home as they aim to serve the family and gain insight into how the family truly functions.

The program uses a protective factors survey, measuring concrete support, and social emotional support.

The services provided:

- Provide referrals to community services, such as food resources, mental health, North Bay Regional Center, Public Health, Cope Family Center, Community Resources for Children (CRC), housing, and public assistance programs.
- Provide transportation assistance as necessary to assist with meeting family's needs.
- Provide families with tools such as Circles of Support to delve into their support network and add informal support members.
- Provide intensive, hands-on assistance and education to families to successfully complete the case plan goals.
- Provide crisis intervention, as necessary.
- Provide family advocacy as needed; and,
- Participate in ongoing assessment and evaluation of family goals.

Continuum of Care Reform (CCR)

In 2015, the CDSS presented a report with new requirements that significantly shifted the direction of Child Welfare toward supporting better outcomes for children, youth, and families. Continuum of Care Reform draws together a series of existing and new reforms to Napa's child welfare services program. This reform effort was developed with feedback from foster youth, foster families, care providers, child welfare agency staff, policymakers, and other stakeholders. According to the CDSS, the goals of CCR include reducing reliance on congregate care, increasing focus on permanency, and building authentic and genuine family engagement, service planning, and decision-making through the child and family team process. It is the intent of CCR to have children and youth, who must live apart from their biological parents, live in a permanent home with committed adults who can meet their needs. Examples of updated and new processes created by CCR:

- Congregate care was dismantled, and group homes were renamed to STRTP — Short Term Residential Therapeutic Programs. An MDT process was mandated for referring to an STRTP program and specific timelines are in place to prevent extended stays in congregate care.

- Out of home care was rebranded to become RFA – Resource Family Approval rather than foster home. Recruitment, Retention, and Support strategies were implemented to standardize the home care placement requirement for all potential caregivers.

- A new rate system, LOC – Level of Care, was created which focuses on the whole child's wellbeing for determining reimbursement for providing out of home care to youth.

- The requirements to provide CFT – Children and Family Team Meetings and CANs – Child Adolescent Needs and Strengths for all children in out of home care were also introduced through CCR. Napa County has maintained a low number of youth who reside in an STRTP. As of the writing of this report, two Child Welfare dependent youth reside in an STRTP. The number of youth has not exceeded three youth for the past five years since the last CSA was completed. Napa attributes the fact that so few youth are in a STRTP placement to the CWS Division's commitment to keeping children in the most family-like settings and in their community when possible.

California Child Welfare Core Practice Model

Napa County continues to be guided by the theoretical framework of the California Child Welfare Core Practice Model (CPM), which incorporates casework components and practice elements to guide CWS staff in providing service delivery and decision-making at all levels in child welfare. CPM consists of an integration of key elements of current initiatives such as Child and Family Team Meetings, Safety Organized Practice, Continuum of Care Reform, Pathways to Wellness, Parent and Youth Partners, Structured Decision Making, and the Indian and Child Welfare Act (ICWA). The casework components utilized consistently include assessment, engagement, planning, service delivery, prevention, and ongoing teaming to serve children and families involved with Napa County.

Napa County Child Welfare Services has fully implemented and embraced the principles and practices of Safety Organized Practice (SOP). One of the goals of the previous System Improvement Plan was to have

all staff complete SOP Training. To date, all case carrying staff, supervisors and managers have completed the nine module SOP training offered through the Regional Training Academy. All new social work employees are expected to complete the SOP Training series within one year of the date of hire. In addition to the SOP nine module series, Napa CWS case carrying staff are required to complete the SOP Intimate Partner Violence Training Series which consists of a two-day overview and three one-day modules. Coaching is offered to staff during unit meetings and individual sessions to support ongoing transfer of learning.

Napa CWS has also offered SOP and Substance Abuse training series for staff who were interested in expanding their knowledge in relationship to another need area of many families served by CWS. To support full integration of SOP tools and practices into service delivery, an SOP desk guide was developed and distributed to all case carrying social workers, supervisors and managers which outlines practice behaviors, tools, and practices according to program unit.

CALIFORNIA INTEGRATED CORE PRACTICE MODEL (ICPM)

HHSA CWS Division and its key partners are fully committed to the principles and tenets of the California Integrated Core Practice Model. Beginning in August of 2022, there has been a cross systems training that includes HHSA CWS Division, HHSA Behavioral Health Services and Napa County Juvenile Probation every six months. Topics covered at the cross systems training have included ICPM Practice Behaviors, Child Family Team Meeting implementation, court timelines, Qualified Individual (QI) Assessments and proper use of Releases of Information. In addition to forging relationships across systems, the cross trainings have been an opportunity to learn about the programs and services offered within each department and division. Participant surveys indicate that staff have found the cross-system trainings informative and supportive in their efforts to create collaborative working relationships on behalf of children and youth in Napa County. Each system has fully embraced the notion, "no wrong door" when coordinating services for foster youth and/or youth in imminent risk of removal.

AB 2083: CHILD AND YOUTH SYSTEM OF CARE

The Integrated Core Practice Model (ICPM) is also operationalized by way of the Napa County Trauma Informed System of Care MOU (AB 2083). Napa County's Trauma Informed System of Care MOU seeks to address systemic barriers found in the traditional provision of interagency services and outlines roles and responsibilities of agencies and other organizations that serve this target population. The System Partners include the following entities:

- Interagency Leadership Team (ILT)
- Child and Family Team (CFT)
- Interagency Placement Committee (IPC)

Designed to create interagency collaboration, the Interagency Leadership Team (ILT) emerged as the governing and coordinating body. The ILT consists of Department Heads or their designees from the following System Partners:

- Health & Human Services, Behavioral Health (HHSA-BH)
- Health & Human Services, Self Sufficiency Services (HHSA-SSS)
- Health & Human Services, Public Health (HHSA-PH)

- Health & Human Services, Child Welfare Services (HHSA-CWS)

- Napa County Probation Department

- Napa County Office of Education (NCOE)

- North Bay Regional Center (NBRC)

- Department of Rehabilitation

The ILT oversees the implementation of the Napa County Children's System of Care MOU and provides direction and oversight to the IPC. Sharing information to conduct treatment, coordinate care, and deliver quality services cannot be effectively done without the exchange of confidential information. ILT has identified barriers such as data collection and sharing and care coordination as priority areas to address during the year 2024.

FAMILY URGENT RESPONSE SYSTEM

Implemented in March 2021, the Family Urgent Response System (FURS) is a program which necessitates counties to develop a crisis mobile response capacity to respond to calls from a state hotline for current and former foster youth and caregivers. A FURS response requires consideration of the following criteria:

- Current/Former Dependent Youth up to age 21.

- Current/Former Probation youth up to age 21.

- Caregivers

- The individual does not need to be a current/former Napa dependent, just currently residing in Napa County.

- Napa County dependents placed out of county within California will be served by the residing County's crisis team.

Napa County CWS and its partners have made concerted efforts to publicize the FURS Hotline. There have been presentations made to the Inter-Agency Leadership Team, Resource Parent Trainings and CWS All-Staff Meetings. FURS information is now disseminated to every caregiver and foster youth at the time of placement. FURS flyers are posted in key locations throughout the county to include the CWS waiting room, the Office of Education and VOICES (ILP) Youth Center.

CHILD AND ADOLESCENT NEEDS AND STRENGTHS ASSESSMENT (CANS)

Every child and Non-Minor Dependent (NMD) with an open child welfare services or juvenile probation case must be screened for possible behavioral health needs by completing the Child and Adolescent Needs and Strengths (CANS) assessment at the initiation of the case, at a minimum of every six months thereafter, and whenever there is a significant change in the child/NMD's behavioral health. The CANS Assessment Tool is used by the assigned social services practitioner (SSP), HHSA-MH, and discussed during the CFT to complete the following:

- Assess well-being

- Assess trauma indicators

- Identify a range of social and behavioral strengths and healthcare needs

- Identify any immediate support needs of the family or caregiver

- Support care coordination and collaborative decision-making

- Inform determinations regarding Level of Care (LOC) and service planning.

Napa County CWS began implementing CANS in 2021. All CWS Child Protective Services Workers (CPSWs) and Social Worker Supervisors have maintained certification in CANS since implementation. In Napa County, CPSWs are responsible for the completion of all initial CANS tools for children entering foster care as well as six-month updates for all dependents eligible for specialty mental health services. CWS began entering CANS into the transitional data system which will ultimately replace CWS/CMS (CARES Live) in 2026.

Napa County CPSWs and Social Worker Supervisors have been receiving ongoing and coaching support for CANS integration by way of a regional contract with Bay Area Training Academy. The training and coaching support has played an integral role in integrating CANS assessment information into case planning, CFTM meetings and placement decisions.

FOSTERING CONNECTIONS AFTER 18

Youth are assisted with housing, education, employment, parenting, immigration, obtaining legal documents, and anything else that is needed to prepare the youth for successful transition to adulthood. Specialized staff who are familiar with the unique needs of placement youth are assigned to these cases to provide specific services necessary for their transition from placement to the community as they reach the age of majority.

Napa County also utilizes VOICES, a non-profit program of On the Move. They provide Independent Living services and support to probation youth who are current or former foster youth, including youth Court ordered to STRTPs. They assist with housing, employment, the objectives of a youth's Transitional Independent Living Plan, and Life Conferences.

Performance Goals

CHILD WELFARE
Priority Outcome Measure or Systemic Factor: *S2: Recurrence of Maltreatment*   Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?   Performance Standard: ≤9.1%   CSA Baseline Performance: 13.6% Q2 2022   Target Improvement Goal: ≤9.1%
Priority Outcome Measure or Systemic Factor: *3-P4 Reentry to Foster Care*   Of all children in foster care on the first day of a 12- month period, who had been in foster care (in that episode) for 24 months or more, what percentage discharged to permanency within 12 months of the first day of the 12-month period?

Performance Standard: ≤8.3%

CSA Baseline Performance: 13.8% Q2 2022

Target Improvement Goal: ≤8.3%

PROBATION

Priority Outcome Measure or Systemic Factor:

P2 Permanency in 12 months (in care 12-23 months)

Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percentage discharged from foster care to permanency within 12 months of the first day of the 12-month period?

Performance Standard: >43.6%

CSA Baseline Performance: 0.0% Q2 2022

Target Improvement Goal: >43.6%

Child Welfare Five Year SIP Chart

CWS STRATEGY 1: **Increased collaborative relationships with community agencies to promote family well-being and stability.**	☒ CAPIT ☒ CBCAP ☐ PSSF ☐ N/A	Applicable Systemic Factor(s): Agency Collaboration ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Utilize the Comprehensive Prevention Plan (CPP) Asset Mapping to identify community support partners that will increase the utilization of services to increase family well-being including parental substance abuse and/or mental health needs of families.	October 2024	December 2024	Staff Services Manager
B. Utilize the ILT cross-sector collaborative to expand and incorporate strategies for continuous improvement of the prevention programs, including referral processes, case plan development, and service provision.	January 2025	January 2026	Staff Services Manager
C. Develop policies and procedures for referring families to prevention, intervention and treatment services and monitor service utilization.	January 2026	June 2026	Staff Services Manager
D. Train child welfare staff on available local community services, resources, supports, and new policy and procedures developed on referrals to community prevention services.	January 2026	June 2026	Staff Services Manager Assistant Deputy Director Emergency Response/Hotline Supervisors
E. Train community-based service providers on safety, engagement and outcomes as presented in the ICPM.	June 2026	September 2026	Staff Services Manager Staff Development Supervisor

Note: The CWS Strategy row spans differently from the Action Steps table below. The Action Steps table has four columns: Action Steps, Implementation Date, Completion Date, Person Responsible.

CWS STRATEGY 1: **Increased collaborative relationships with community agencies to promote family well-being and stability.**	☒ CAPIT ☒ CBCAP ☐ PSSF ☐ N/A	Applicable Systemic Factor(s): Agency Collaboration ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
F. Monitor agency collaboration the number of referrals made to services and the number of services received.	June 2026	September 2026	Staff Services Manager Staff Development Supervisor
G. Monitor impact through data review of reports of child abuse and their reoccurrence.	September 2026	September 2027	Staff Services Manager Quality Management Division

CWS STRATEGY 2: Agency will adopt motivational interviewing best practice to support the development of behaviorally based case plans.	☐ CAPIT ☒ CBCAP ☒ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S-2 Recurrence of Maltreatment ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Review and update policy and procedures, training, and coaching needs to include SDM tools and motivational interviewing to support staff in engaging families in the Informal Family Maintenance Program.	January 2025	June 2025	Assistant Deputy Director Family Preservation Unit Supervisor
B. Train staff on Motivational Interviewing policies to improve engagement of families to enhance their participation in the Informal Family Maintenance Program.	September 2025	June 2026	Bay Area Training Academy Staff Development Supervisor
C. Utilize Motivational Interviewing to identify family strengths and increase parental capacity to provide safe, nurturing care for children in their own homes.	November 2025	September 2026	Assistant Deputy Director Family Preservation Unit Supervisor
D. Utilize supervision to coach social workers in the use of Motivational Interviewing	September 2026	June 2027	Assistant Deputy Director Family Preservation Unit Supervisor
E. Monitor impact through data review of reports of child abuse and their recurrence.	June 2027	June 2028	Staff Services Manager Quality Management Unit

CWS Strategy 3: Through the support of the Excellence in Family Finding, Engagement, and Support Program (EFFES) program, Napa County will enhance family finding and engagement efforts with a focus on engaging fathers and paternal family.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure): P-4 Reentry to Foster Care (C-CFSR 3) ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Establish a dedicated intensive family finding and engagement case management position for all Napa County out of home cases.	January 2025	March 2025	Staff Services Manager Assistant Deputy Director
B. Develop policies and social work practices that will identify and engage family members and natural supports including CFTs for children in care with whom they can be placed.	October 2024	June 2025	Staff Services Manager Family Finding Social Worker
C. Develop corresponding policy and procedure with a specific focus on father engagement.	October 2025	June 2025	Staff Services Manager Family Finding Social Worker
D. Obtain and utilize a family finding software application to search for extended family and to document efforts of outreach and engagement with families in a centralized system.	January 2025	June 2025	Family Finding Social Worker
E. Train staff on all aspects of initiating a family search and in Family Finding best practices including but not limited to: 1. Successful child welfare practices and strategies to engage fathers. 2. Conducting search and engagement efforts to build a network of supportive adults. 3. Collaborating and working with the FES and agency staff in conducting permanency work	June 2025	March 2026	Staff Development Supervisor Family Finding Social Worker

CWS STRATEGY 3: THROUGH THE SUPPORT OF THE EXCELLENCE IN FAMILY FINDING, ENGAGEMENT, AND SUPPORT PROGRAM (EFFES) PROGRAM, NAPA COUNTY WILL ENHANCE FAMILY FINDING AND ENGAGEMENT EFFORTS WITH A FOCUS ON ENGAGING FATHERS AND PATERNAL FAMILY.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure): P-4 Reentry to Foster Care (C-CFSR 3) ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
4. Ways to support the adults and family network through CFTs to be a resource for children/youth. 5. How to educate the family, permanency team, and collaborators on the merits of permanency 6. Developing a permanency plan 7. Know how various family search tools for FF&E work.			
F. Gather feedback via surveys/questionnaires from current and past participants in programs to determine areas where engagement can be improved.	March 2026	March 2027	Staff Services Manager Quality Management
G. Monitor and enhance family engagement practice from gathered survey feedback and case reviews.	March 2026	March 2027	Staff Services Manager Family Finding Social Worker

Probation Five Year SIP Chart

PROBATION STRATEGY 1: Supporting youth permanency and family engagement through enhanced Concurrent Planning, Child and Family Team (CFT) Meetings, and Family Finding and Engagement.	☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	Applicable Outcome Measure: 　P-2 Permanency within 12 months (in care 12-23 months) ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	**Implementation Date:**	**Completion Date:**	**Person Responsible:**
A. Convene a work group to write a multi-discipline Family Engagement Policy. Review existing processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　1. Gather current processes and policies for Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　2. Gather ACLs and ACINs regarding Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　3. Document needed changes to current processes and policies that address identified service gaps. 　4. Make required updates to current processes and policies.	October 2024	May 2025	Division Manager, Placement Probation Services Program Manager, Placement Supervisor
B. Identify and create necessary new processes and policies for the multi-discipline Family Engagement Policy that involves Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　1. Identify needed processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement based on Action Step #1 work. 　2. Build a collaborative relationship with CWS to improve the consistency of effort and case outcomes of Probations Family Finding and Engagement and concurrent planning. 　3. Create identified processes and policies.	May 2025	December 2025	Division Manager, Placement Probation Services Program Manager, Placement Supervisor

PROBATION STRATEGY 1: Supporting youth permanency and family engagement through enhanced Concurrent Planning, Child and Family Team (CFT) Meetings, and Family Finding and Engagement.	☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	Applicable Outcome Measure: 　　P-2 Permanency within 12 months (in care 12-23 months) ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
4.　Add them to the existing processes and policies in the Revised Family Engagement Policy.			
C.　Train probation staff on adopted processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　1.　Use processes and policies around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement to develop a training program for probation staff. 　2.　Create a training schedule for probation staff around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　3.　Implement the training program.	December 2025	July 2026	Division Manager, Training Probation Service Program Manager, Placement Supervisor
D.　Monitor compliance around Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　1.　Determine what to monitor for compliance regarding Concurrent Planning, Child Family Team Meetings, and Family Finding and Engagement. 　2.　Create a process to monitor and ensure compliance. 　3.　Train probation data staff services analyst on the process. 　4.　Implement the process.	July 2026	February 2027	Division Manager, Placement Services Program Manager, Placement Supervisor, Supervising Staff Service Analyst

CAPIT/CBCAP/PSSF Expenditure Workbook

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1   Appendix X

(1) DATE SUBMITTED:	7/1/24	(2) DATES FOR THIS WORKBOOK	7/1/22 thru 7/1/23	(3) DATE APPROVED BY OCAP
(4) COUNTY:	Napa	(5) PERIOD OF SIP: 6/4/23	thru 6/5/28	(6) YEARS: 5	Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation): CAPIT: $ 81,308 · CBCAP: $17,086 · PSSF: $68,578

No. (A)	Program Name (B)	Applies to CBCAP Programs Only (C)	Name of Service Provider (D1)	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP (D2)	CAPIT — Dollar amount to be spent on CAPIT Programs (E1)	CAPIT is used for Administration (E2)	CBCAP — Dollar amount to be spent on CBCAP Programs (F1)	CBCAP is used for Administration (F2)	PSSF — Dollar amount Family Preservation (G1)	Dollar amount Family Support (G2)	Dollar amount Time-Limited Reunification (G3)	Dollar amount Adoption Promotion & Support (G4)	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4) (G5)	PSSF is used for Administration (G6)	OTHER SOURCES — Dollar amount from other sources (H1)	NAME OF OTHER — List the name(s) of the other funding source(s) (H2)	TOTAL — Total dollar amount to be spent on this Program (Sum of Columns E, F, G5) (I)
1	Family Reunification Services		COPE		$0		$0		$0	$0	$15,000	$0	$15,000		$0		$15,000
2	Triple P - Positve Parenting Program	Direct Service	COPE		$17,716		$6,699		$0	$0	$0	$0	$0		$0		$24,415
3	Case Management-Family Support		COPE		$0		$0		$0	$15,000	$0	$0	$15,000		$0		$15,000
4	Family Resource Center	Direct Service	COPE		$24,979		$2,998		$0	$0	$0	$0	$0		$0		$27,977
5	Home Visiting-Parents as Teachers	Direct Service	COPE		$32,305		$8,540		$0	$0	$0	$0	$0		$0		$40,845
6	Adoption Support Services		Napa County		$0		$0		$0	$0	$0	$18,928	$18,928		$0		$18,928
7	Case Management - Family Pres		Napa County		$0		$0		$81,708	$0	$0	$0	$81,708		$0		$81,708
8					$0		$0		$0	$0	$0	$0	$0		$0		$0
9					$0		$0		$0	$0	$0	$0	$0		$0		$0
10					$0		$0		$0	$0	$0	$0	$0		$0		$0
11					$0		$0		$0	$0	$0	$0	$0		$0		$0
12					$0		$0		$0	$0	$0	$0	$0		$0		$0
13					$0		$0		$0	$0	$0	$0	$0		$0		$0
14					$0		$0		$0	$0	$0	$0	$0		$0		$0
15					$0		$0		$0	$0	$0	$0	$0		$0		$0
	Totals				$75,000		$18,237		$81,708	$15,000	$15,000	$18,928	$130,636		$0		$223,873
									63%	11%	11%	14%	100%				

CAPIT/CBCAP/PSSF Expenditure Workbook
CBCAP Programs
Worksheet 2   Appendix X

(1) COUNTY: Napa   (2) YEARS: FY2022-23

No. (A)	Program Name (B)	Logic Model Not Applicable (C1)	Logic Model Exists (C2)	Logic Model Will be Developed (C3)	Program Lacking support (Level 0) (D1)	Emerging & Evidence Informed Programs & Practices (Level 1) (D2)	Promising Programs & Practices (Level 2) (D3)	Supported (Level 3) (D4)	Well Supported (Level 4) (D5)	EBP/EIP Checklist is on file or N/A (D6)	Planning (E1)	Implementation (E2)	Evaluation (E3)
1	Triple P - Postive Parenting Program		x						x	x	x	x	x
2	Family Resource Center	x						x		x	x	x	x
3	Home Visiting-Parents as Teachers		x						x	x	x	x	x

CAPIT/CBCAP/PSSF Program and Evaluation Descriptions

PROGRAM DESCRIPTION

PROGRAM NAME

Time-Limited Family Reunification

SERVICE PROVIDER

Cope Family Center

PROGRAM DESCRIPTION

Time-Limited Family Reunification Services are provided in Napa County by Cope Family Center staff. Napa County's Family Reunification Services are designed with the intent of addressing problems of families whose children have been placed in foster care so that reunification may occur safely and timely. Family Reunification Services are also intended to provide support to those families who have been reunified to ensure the strength and stability of the reunification during the 15-month period that begins on the date the child returns home.

For families receiving Family Reunification Services, Cope provides mental health services "first aid," parent/sibling visitation support, peer support, home visiting, parent education, and other services that promote reunification. Additionally, Cope assists with the coordination of children and parent services through CFT Meetings.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	Parent/sibling visitation, transportation
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, Napa County has a permanency in twelve months rate of 47.6% for the most recent five data years. The national standard is 44.8%. However, over the past five years, there has been a decline in the percentage of children who achieve permanency within 12 months of entering care. (CSA, p. 187).

Children who reside in out of home care and parents or caregivers who are working toward reunification with their children.

TARGET GEOGRAPHIC AREA

Services are provided primarily to families residing in Napa County and are extended to children and families outside of the County as appropriate.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	S2-Recurrence of maltreatment	CCWIP	Quarterly
Quality Assurance (QA) Monitoring			
No recurrence of maltreatment within 24 months	Intake	Data review at the Children's Leadership Team Meeting	Monthly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Multiple behavioral health screens are administered in accordance with evidence-based practices for each program	Post participation in services	Program improvement	Program Manager will review surveys quarterly to determine areas needing of improvement

PROGRAM NAME

Parent Education - Triple P – Positive Parenting Program

SERVICE PROVIDER

Cope Family Center

PROGRAM DESCRIPTION

The goals of the Parent Engagement and Support program are to promote healthy and safe families by improving parenting skills, parent confidence, resiliency, increasing self-sufficiency, coping skills, and reducing stress and anger to reduce violence in the home. Cope offers accessible bi-lingual services for working parents by providing services at flexible hours (evenings and weekends) with complimentary childcare and meals.

These goals are accomplished via three services:

1. Providing parents with the evidence based Triple P Positive Parenting Program® group classes and one-on-one visits.

2. Providing specialized, best practice co-parenting classes to separated and divorcing parents.

3. Engaging parents in dialogue and support through facilitation of peer support groups utilizing the Parent Café model.

FUNDING SOURCES

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

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, Napa County has a recurrence of maltreatment rate of 13.6% for the most recent data year. The national standard is 9.1%. (CSA, p. 186).

TARGET POPULATION

Children who reside in out of home care and parents or caregivers who are working toward reunification with their children.

Services are provided primarily to families residing in Napa County and are extended to children and families outside of the County as appropriate.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	S2-Recurrence of maltreatment	CCWIP	Quarterly
Quality Assurance (QA) Monitoring			
No recurrence of maltreatment within 24 months	Intake	Data review at the Children's Leadership Team Meeting	Monthly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Surveys are completed in class, by phone, electronically, or by mail	Post participation in services	Program improvement	The Program Manager will review surveys quarterly to determine areas needing of improvement.

PROGRAM NAME

Case Management – Community-based Family Support Services

SERVICE PROVIDER

Cope Family Center

PROGRAM DESCRIPTION

Cope's Community-Based Family Support Services achieves outcomes for vulnerable families with children using several strategies and services with the intent of improving protective factors, assuring children's safety within the home, and preserving intact families in which children have been maltreated.

Program areas vary in expected outcomes, and quality assurance practices and requirements to meet fidelity for Evidence-Based Program models. A comprehensive set of services available to families may include the following:

- Assessing family need and providing diapers, wipes, formula, other essential household items, gift cards for food, gas, and other essential household items to address Basic Needs and Concrete Supports.

- Providing families access to essential prevention and primary care services, such as physical/mental health services, financial stability/financial literacy activities, health assessments, resources and referrals to government and community subsidies (e.g., SNAP), and supplemental diapers, formula, food, and grocery store gift cards.

- Helping families create a plan through brief case management to transition through crisis and seek complimentary services to manage emotions, prevent violence, and learn self-regulation (e.g., local domestic violence shelter and anger management programs).

- Utilizing community partnerships to link families to available resources to develop their capacity for self-determination (mental health, workforce development, and housing).

- Peer Support groups scheduled monthly to meet a range of needs for parent and family support.

- Early Childhood Services and Home Visiting provided through implementation of the Parents as Teachers Home Visiting Program – in-home and community-based personal visits to share parenting and child development education and resources with families parenting children ages 0-5. Includes screening for adult and child physical and emotional health.

- Connections to community resources and case management support are provided based on family goals, identified needs through screening, parent concerns, and areas of vulnerability identified during home visits.

- Triple P Positive Parenting Program Parent Education.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	

SOURCE	LIST FUNDED ACTIVITIES
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	Parent/sibling visitation, transportation
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, Napa County has a recurrence of maltreatment rate of 13.6% for the most recent data year. The national standard is 9.1%. (CSA, p. 186).

TARGET POPULATION

Children who reside in out of home care and parents or caregivers who are working toward reunification with their children.

TARGET GEOGRAPHIC AREA

Services are provided primarily to families residing in Napa County and are extended to children and families outside of the County as appropriate.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families have concrete support in times of need	S2-Recurrence of maltreatment	CCWIP	Quarterly
Quality Assurance (QA) Monitoring			
No recurrence of maltreatment within 24 months	Intake	Data review at the Children's Leadership Team Meeting	Monthly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Cope client satisfaction/needs assessment survey, Parents as Teachers HFPI, Triple P Client	Post participation in services	Program improvement	The Program Manager will review surveys quarterly to determine areas needing of improvement.

Satisfaction Questionnaire			

PROGRAM DESCRIPTION

PROGRAM NAME

Family Resource Center

SERVICE PROVIDER

Cope Family Center

PROGRAM DESCRIPTION

The goals of the Family Resource Center program are to protect families from going without basic needs as they transition from crisis to stability, reduce the stress and isolation associated with poverty so that parents can meet the basic needs of their children, and to help them achieve self-sufficiency. These goals are accomplished via three objectives:

1. Providing families access to essential prevention and primary care services such as physical/mental health services, financial stability activities, health assessments, resources and referrals to government and community subsidies (e.g., SNAP), and supplemental diapers, formula, food, and grocery store gift cards.

2. Helping families create a plan to transition through crisis and seek complimentary services to prevent violence (e.g., local domestic violence shelter and anger management programs).

3. Utilizing community partnerships to link families to available resources to develop their capacity for self-determination (mental health, workforce development, and housing).

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Family resource center or other multi-service center, financial literacy education, health services, case management
CBCAP	Information and referral, financial literacy education, health services, case management
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, Napa County has a combined substantiation rate of 45.9% for children between the ages of 0-5 for the most recent data year. (CSA, p. 34).

TARGET POPULATION

At-risk families

Cope Family Center is located in the city of Napa. Services are provided countywide through a network of Family Resource Centers.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families have concrete support in times of need	Report of services provided from Apricot database	Number and type of referrals made to partners Crisis support Basic needs (gift cards, diapers, formula)	Monthly
Quality Assurance (QA) Monitoring			
Monthly team meetings/Brief staff check-ins	Supports staff in collaboration across the team to ensure consistent delivery of services and updates on future trainings	Attendance	Monthly/weekly
Reflective supervision	Opportunity for practitioners to reflect on one's own practice, knowledge, and decision-making skills and how they can better communicate and work effectively with clients	Attendance	Weekly
Community resource and crisis support trainings	Build knowledge of existing resources and support staff in working with challenging clients	Attendance	2nd and 4th Monday staff meetings and other trainings as provided.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client needs assessment and satisfaction survey	Post service (voluntary participation by clients)	Performance improvement and reporting to investors	Leadership will review survey results at the Children's Leadership Team Meeting to

			determine areas needing improvement

PROGRAM NAME

Parents as Teachers Home Visiting Program

SERVICE PROVIDER

Cope Family Center

PROGRAM DESCRIPTION

The Parents as Teachers (PAT) Home Visiting model provides the framework for the program. The program is an evidence-based, nationally recognized home visiting program model designed to work with overburdened families who are at-risk for child abuse and neglect and other adverse childhood experiences. It is the primary home visiting model. It is designed to work with families who may have histories of trauma, intimate partner violence, and mental health and/or substance abuse issues. The promotion of parent-child relationships is the primary goal of the program.

The Parents as Teachers Home Visiting program helps parents take baby steps toward building a loving, safe and healthy home for their children. This program follows a nationally accredited and Evidence-Based Program model which is rooted in the belief that early, nurturing relationships are the foundation for life-long, healthy development. Parents work with their Family Support Specialist during pregnancy and until age five or until the child enters kindergarten. Together, they create goals that build upon the family's strengths, promote parent-child connectedness, and encourage self-sufficiency. This long-term program gives parents and caregivers the knowledge and tools to ensure their children are nurtured in a loving, safe and engaging environment.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Basic needs, concrete supports, behavioral health, mental health services, case management, family resource center or other multi-service center, home visiting (0-5), parenting education
CBCAP	Information and referral, basic needs, concrete supports, behavioral health, mental health services, case management, family resource center or other multi-service center, home visiting (0-5), parenting education
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	

According to the 2023 CSA, Napa County has a combined entries into care rate of 60.5% for children between the ages of 0-5 for the most recent data year. (CSA, p. 35).

TARGET POPULATION

At risk families, including Spanish-speaking families in the community.

TARGET GEOGRAPHIC AREA

Cope Family Center is in the City of Napa. Services are provided countywide through a network of Family Resource Centers.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Increased knowledge of parenting and child development	Parents/caregivers report improvement	PAT Validated Assessment Tool	6-month interval during participation in program (3-5 years)
Quality Assurance (QA) Monitoring			
Adherence to model fidelity and maintenance of PAT accreditation	Children in these families often begin without the following indicators and a way to check progress is that the parent/caregiver is maintaining these things: • Medical home • Health insurance • Immunizations	Reports from Family Wise database: • Children with medical home • Immunization Report	Monthly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
PAT Client Satisfaction Survey and participant interviews	Annually	Program improvement and reporting to investors	Leadership will review survey results at the Children's Leadership Team Meeting to determine areas needing improvement

PROGRAM NAME

Adoption Promotion and Support

SERVICE PROVIDER

Napa County CWS

PROGRAM DESCRIPTION

To support adoptive families by providing support services necessary for all members of the family to improve adoption successes. In recognizing that adoptions are dynamic and there are many areas that impact success, focusing on the relationship building, bonding, and ongoing nurturing and attachment, is a key area of focus, as this impacts adoption from ages 0-18 and directly leads to a successful lifelong connection.

Nurturing and attachment services are provided by Adoptions workers, who have all received Training for Adoption Competency (TAC) training through CASE Foundation. This is a yearlong program that is evidence based. Services provided are offered in the prospective adoptive parent's home, or in the community, per the child and family's needs. The services are provided as tertiary prevention activities, as child maltreatment has already occurred, and the Social Worker is focused on mitigating trauma and the consequences for the family to have a successful adoption.

The program uses a Protective Factors Survey, measuring attachment and nurturing. In using this survey, the indicator to measure success is based on the pre and post scores to measure an increase in attachment and nurturance.

The services provided include, but are not limited to:

- Pre-adoption case management child and family team meetings, referrals for prevention and primary care services, such as physical and mental health services.

- Provide psychoeducation to families on adoption and areas where bonding and attachment can be challenging.

- Give specific recommendations for local service for bonding activities and ways to scale current bonding and attachment.

- Linking families to post adoption service providers for ongoing training, support, service navigation, referrals, and advocacy, including adoption competent therapists.

- Utilize the Protective Factor Survey for Nurturing and Attachment to evaluate the services provided.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	

SOURCE	LIST FUNDED ACTIVITIES
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Adoptive parent basic needs and concrete supports, behavioral health, mental health services, health services, case management, parenting education, transportation, and Live Scan fees
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, between Q2 2016 and Q2 2021, Napa County CWS had an average performance of 47.58% in this outcome measure, which is above the national standard. However, over the past five years, there has been a decline in the percentage of children who achieve permanency within 12 months of entering care. There are no trends in terms of age or ethnicity. Instead, there are trends by permanency type. Specifically, there has been a decrease in the percentage of children being adopted. (CSA, p. 187)

TARGET POPULATION

Current dependents in the foster care system with a case plan goal of adoption and children who have a finalized adoption.

TARGET GEOGRAPHIC AREA

Child Welfare is in the City of Napa. Services are provided countywide and beyond, as placements require.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Nurturing and attachment		Protective Factors Survey	Quarterly
Quality Assurance (QA) Monitoring			
Achieved permanency within 12 months	Adoptions	CCWIP, SafeMeasures Data review at the Children's Leadership Team Meeting	Monthly

PROGRAM NAME

Family Preservation Case Management Services

SERVICE PROVIDER

Napa County CWS

PROGRAM DESCRIPTION

Family Preservation Services aims to keep the family safe, avoid unnecessary placement of children in substitute care and improve family functioning so that behavior that led to the crisis will be less likely to occur. Family preservation services primarily take place in the family home as they aim to serve the family and gain insight into how the family truly functions.

The program uses a protective factors survey, measuring concrete support and social emotional support.

The services provided:

- Provide referrals to community services, such as food resources, mental health, North Bay Regional Center, Public Health, Cope Family Center, Community Resources for Children (CRC), housing, and public assistance programs

- Provide transportation assistance as necessary to assist with meeting family's needs

- Provide family with tools such as Circles of Support to delve into their support network and add informal support members

- Provide intensive, hands-on assistance and education to the family to successfully complete the case plan goals

- Provide crisis intervention as necessary

- Provide family advocacy as needed

- Participate in ongoing assessment and evaluation of the family's goals.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Case management, home visitation, parenting education, transportation, basic needs, and concrete support
PSSF Family Support	Case management, home visitation, parenting education, transportation, basic needs, and concrete support
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	

SOURCE	LIST FUNDED ACTIVITIES
OTHER Source(s): AB 2994	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

According to the 2023 CSA, Napa County has a reentry rate of 13.8% well above the standard of 8.5% (CSA, p. 222).

TARGET POPULATION

Vulnerable families with children at-risk of abuse or neglect

TARGET GEOGRAPHIC AREA

Child Welfare is in the City of Napa. Services are provided countywide.

TIMELINE

2023-2028

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Reducing reentry into foster care at or below 8.5%	P4: Reentry into foster care	CCWIP	quarterly
Families have concrete support in times of need	Risk of maltreatment	Protective Factors Survey	Monthly
Quality Assurance (QA) Monitoring			
Weekly supervisory meetings	Families prepared to leave the program after 90 days	Tracking program entry and case closure dates	Monthly

CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES
FOR _____ COUNTY

PERIOD OF PLAN (MM/DD/YY): _____   THROUGH (MM/DD/YY) _____

DESIGNATION OF ADMINISTRATION OF FUNDS

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

W&I Code Section 16602 (b) requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates _____ as the local welfare department to administer PSSF.

FUNDING ASSURANCES

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute[1]:

- Funding will be used to supplement, but not supplant, existing child welfare services;

- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;

- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;

- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;

- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits.

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

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

_____   _____
County Board of Supervisors Authorized Signature   Date

_____   _____
Print Name   Title

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[1] Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at: http://www.cdss.ca.gov/inforesources/OCAP/Funding