

California - Child and Family Services Review

Trinity County System Improvement Plan

2018-2023



CDSS Template Rev. 12/17
County SIP draft revised 06/19/2020



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Introduction

The California Children and Family System Review (C-CFSR) is a cyclical process involving the identification and analysis of current systems, implementation of system improvement strategies, and ongoing evaluation and revision of those strategies. This active process is repeated continuously to meet the changing needs of the system over time and promotes the philosophy of continuous quality improvement. Components of the C-CFSR process include a Peer Review, County Self-Assessment (CSA), and the System Improvement Plan (SIP).

The SIP process begins with a review of the CSA findings. Areas in need of improvement are identified and targeted for strategic improvement. The SIP then outlines how the county will improve their system of care for children and families, and is agreed upon by the California Department of Social Services (CDSS), the County Board of Supervisors, Child Welfare Services, and the Probation Department. The SIP also includes a service provision plan regarding the county's use of Child Abuse Prevention, Intervention, and Treatment (CAPIT) funds, Community-Based Child Abuse Prevention (CBCAP) funds, and Promoting Safe and Stable Families (PSSF) funds.

In preparation for compliance with the California Children and Family System Review (C-CFSR) the Trinity County Child Welfare Services and Probation agencies, in conjunction with CDSS, planned and executed a Peer Review, interviews, focus groups, and a community stakeholder meeting for purposes of developing the CSA and subsequent SIP. A Peer Review was conducted in Weaverville, California, on October 16th-18th, 2017. Four child welfare workers from four counties and two probation officers from two counties participated as Peer Reviewers.

The Peer Review process is used in California as an avenue for each county's Child Welfare and Probation to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each state report outcome measure and, in partnership with the California Department of Social Services, select the outcome measure which requires a closer look. Both Trinity County Child Welfare Services and Probation elected to examine permanency; specifically measure P1: permanency within twelve months, with a special emphasis on reunification within twelve months. Peer counties were selected to conduct the review based on a review of data statewide showing counties which consistently perform well on the selected outcome measures.

The Peer Review process allowed for the inclusion of stakeholder input, which assisted with the identification of systemic factors and service gaps, as well as strategic solutions to be implemented

through the SIP over the next five-year period. Stakeholder input, as described above, influenced the development of a service provision plan regarding the county's use of CAPIT, CBCAP, and PSSF funds. Trinity County is a rural, mountainous county that covers an area of 3,179.25 square miles, with a total population of 12,709¹. The County population averages to 3.99 persons per square mile, classifying it as a Frontier County². The natural landscape of Trinity County consists of an alpine mountain range, lakes, rivers, and hundreds of square miles of national and privately-owned forests. The local economy is based primarily on logging, forestry, natural resources, and tourism. More information about the demographics of Trinity County are included in the County Self-Assessment (pages 5-31). Many of the findings in the County Self-Assessment correlate with the vast geographic span, small population, and the challenge for residents to access services throughout the County.

¹ July 1, 2017 estimate; <https://www.census.gov/quickfacts/fact/table/trinitycountycalifornia,US/PST045217>

² http://frontierus.org/wp-content/uploads/2017/08/Rasmussen_Who-are-frontier-Americans_Final.pdf

SIP Narrative

C-CFSR TEAM AND CORE REPRESENTATIVES³

The C-CFSR planning team formed in June of 2017 to plan for the Peer Review process. Planning team members reviewed materials during the summer of 2017 and proceeded to meet weekly beginning on August 25, 2017. The planning team continued to meet via telephone conference until the Peer Review occurred in October of 2017. In December of 2018, before work commenced on the System Improvement Narrative, the C-CFSR planning team reconvened to plan for development of the SIP.

Reflective of small staff numbers on the Child Welfare and Probation teams, Trinity County representatives included three from Child Welfare Services and one from Juvenile Probation. The planning team was rounded out by representatives from the CDSS Outcomes and Accountability Bureau (OAB). Key staff are listed below:

Mario Angelone	Program Manager	Child Welfare Services
Nicole Bradford	Social Worker Supervisor II	Child Welfare Services
Lance Floerke	Assistant Chief Probation Officer	Probation
Leah Rupert	Staff Services Analyst II	Child Welfare Services
Shahla Craggs	Staff Services Manager	Outcomes & Accountability Bureau
Henry Franklin	Social Services Consultant	Outcomes & Accountability Bureau

LIST OF CORE REPRESENTATIVES

In addition to the C-CFSR planning team, the following individuals were included in the C-CFSR County Self-Assessment and SIP process. These individuals participated in interviews, focus groups, and a community stakeholder meeting for purposes of developing the CSA and subsequent SIP. These individuals are stakeholders and/or represent service provider agencies:

Anne Lagorio	Asst Director/AODS Administrator	Behavioral Health Services
Yoni Desmond	Substance Abuse Specialist	AODS-Prevention
Dow Angspatt	Triage Manager	Behavioral Health Services
Alan Sanger	Foster Youth Svcs Coordinator	Trinity County Office of Education
Tiffany Wright	Foster Youth Education Liaison	Trinity County Office of Education
Julie Ashton-Boyd	Prevention/Intervention Counselor	Trinity County Office of Education

³ C-CFSR Team and List of Core Representatives section includes information required for the SIP as indicated on Page 46, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014); <http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

Fabio Robles	Assistant Superintendent	Trinity County Office of Education
Anthony Rebelo	Asst. Superintendent, Special Educ.	Trinity County Office of Education
Caedy Minoletti	Executive Director	Human Response Network
Angel Morton	Program Coordinator II	Human Response Network
Sheri White	Children's Services Director	Human Response Network
Elizabeth Hamilton	Deputy Director	Health & Human Services
Letty Garza	Director	Health & Human Services
Tim Rogers	Chief Probation Officer	Probation
Thomas Bradford	Probation Officer	Probation
Carolyn Atterberry	Probation Officer	Probation
Michael Harper	Superior Court Judge/Juvenile	Superior Court of CA: Trinity County
Matthew Hannum	Attorney	Attorney for juvenile dependents
Rachael Fritts	Analyst	Office of Child Abuse Prevention
Mark Miller	Facilitator	Northern Training Academy
Christina McNulty	Public Education Specialist II	Northern Training Academy
Nancy Hafer	Academic Coordinator	Northern Training Academy
Confidential	Foster Youth	Foster Youth
Confidential	Biological Parents/Family of Origin	Clients
Confidential	Resource Parents/Family	Foster Parents
Angela Berglund	Social Worker III (Lead)	Child Welfare Services
Megan Scalzo	Social Worker III (Lead)	Child Welfare Services
Angela Benson	Social Worker II	Child Welfare Services
Amara Robles	Social Worker II	Child Welfare Services
Alicia Hodges	Social Worker I	Child Welfare Services
Ashley Poquette	Social Worker II	Child Welfare Services
Allison Ballard	Social Worker I	Child Welfare Services
Melissa Stiles	Public Health Nurse II	Child Welfare Services/Public Health
Wendy Greene	Social Services Aide	Child Welfare Services
Melissa Woodhouse	Social Services Aide	Child Welfare Services
Kellie Haigh	Senior Administrative Clerk	Child Welfare Services
David Link	Vocational Assistant	Child Welfare Services
Marcie Cudziol	Public Health Director	Health and Human Services
Arina Erwin	WIC Director	Health and Human Services
Beverly Fontaine	Adoptions Supervisor	CDSS Adoptions Services Bureau
Victoria Ciulla	Adoptions Specialist	CDSS Adoptions Services Bureau
Jayne Bailey	Corporal	Trinity County Sheriff's Office
Josh Ford	Detective	Trinity County Sheriff's Office
Dan Dias	District Attorney Investigator	Trinity County District Attorney

There are several tribes with residents in Trinity County, however active tribal presence within the boundaries of the County is restricted to the non-federally recognized group of the Nor Rel Muk Wintu Nation (“Band”) of Trinity County.⁴ Michael Chapman of the Nor Rel Muk Wintu Nation Tribal TANF office has been consistently invited to stakeholder meetings, however his schedule has not allowed for his participation.

The Trinity County Child Abuse Prevention Council (CAPC) is an independent organization within county government, and many of the individuals listed above are invited to attend quarterly meetings and some have served as the CAPC Chair. The CAPC is described in more detail later in this narrative. The CAPC acts as the Children’s Trust Fund Commission and administers Community Based Child Abuse Prevention (CBCAP) funds. Please refer to the list of Core Representatives for a list of representatives from Health and Human Services, Probation, Trinity County Behavioral Health Services, Trinity County Office of Education, and Human Response Network, all of whom participate consistently in the Child Abuse Prevention Council. Health and Human Services is the agency designated by the Trinity County Board of Supervisors to administer Child Abuse Prevention, Intervention, and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF) funds. Please refer to the list of Core Representatives for a list of representatives from Health and Human Services.

Trinity County does not have any Court Appointed Special Advocates (CASA).

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE⁵

A thorough analysis of data related to Safety, Permanency, and Wellbeing was completed as part of the County Self-Assessment (see page 215 of the CSA). Quarterly data was collected from the University of California, Berkeley California Child Welfare Indicators Project⁶ which compiles extracted administrative data from the Child Welfare Services/Case Management System (CWS/CMS) and produces quarterly outcomes reports, which are made available to the public. The System Improvement Plan will utilize Quarter 4 (Q4) data from 2017,⁷ as described below.

As described in greater detail in the County Self-Assessment (pages 6, 9, 18, 20, 26, 28, 20, 218-219), Trinity County Child Welfare and Probation consistently have small numbers of children and

⁴ <http://www.actaonline.org/content/nor-rel-muk-wintu-nation>;

<https://www.fs.usda.gov/main/stnf/workingtogether/tribalrelations>; <https://ggbmagazine.com/article/recognizing-history/>

⁵ Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale section includes information required for the SIP as indicated on Pages 46-47, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014); <http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

⁶ http://cssr.berkeley.edu/ucb_childwelfare/

⁷ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). *CCWIP reports*. Retrieved 10/09/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

youth in care. Small populations in Trinity County suggest that quarterly data can be drastically altered easily by a single child or single set of siblings, so examination of isolated quarterly data can be misleading to performance trends analysis. In order to provide meaningful insight into data trends in the County Self-Assessment, and with permission from CDSS, Trinity County used averaged quarterly data to examine trends in data during analyses in the 2018 CSA⁸ (January 2013 through December 2017). The averaged data in the CSA provided a summary of quarterly statistical data and provided information about local trends, rather than relying on quarterly comparisons of data with such small data sets. Please see page 218 of the CSA for information about averaged quarterly data and an explanation of changes in Outcome Data Measures from CFSR Round 2 measures (used through Q1 2015) to CFSR Round 3 measures (implemented during Q2 2015).

SELECTED OUTCOME MEASURES

Per the C-CFSR manual (2014) requirements, Trinity County Child Welfare and Probation will use quarterly data as baseline data for the System Improvement Plan. Quarter 4 (Q4) data from 2017⁹ will be used, as the final quarter of calendar year 2017 coincides with timeframes described in the 2018 County Self-Assessment and will allow for subsequent Q4 data extracts for analysis in future System Improvement Plan Progress Reports.

The 2018-2023 SIP will report on the SIP Baseline Performance from Q4 2017, as well as discussing the CSA reported averaged data. For Trinity County, quarterly data may suggest drastic changes in Outcome performance between quarters (which can also be misleading with such small data sets, mentioned above); therefore, those multi-year trends discussed in the CSA and reflected in the averaged data will continue to be included to illustrate why the County is focusing on the chosen Outcome Measures.

Trinity County has chosen to focus on the federal measures for which Trinity County did not meet the national goal, as indicated by the averaged quarterly data from 2013 to 2017; although Q4 2017 data indicates better isolated quarterly performance in some of the chosen measures. Measure S2: Recurrence of Maltreatment, Measure P1: Permanency in 12 months (entering foster care), and Measure P2: Permanency in 12 months (in care 12-23 months) are all measures in which Trinity

⁸ Averaged quarterly data compiled and calculated in a spreadsheet: *Averages of Quarterly Data, 2013-2017* located in the confidential CPS_shared network drive. Quarterly data retrieved from CDSS saved C-CFSR Quarterly Data Reports as found at: <http://www.cdss.ca.gov/inforesources/Data-Portal/County-Data-Reports/Trinity>. These data reports originate from the California Child Welfare Indicators Project CWS/CMS Dynamic Report System, cited as follows: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Hammond, I., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., Lee, H., & Morris, N. (2018). *CCWIP reports*. Retrieved 12/12/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

⁹ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). *CCWIP reports*. Retrieved 10/09/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

County recognizes opportunities to improve, and these measures will be the priorities for the 2018-2023 System Improvement Plan. A more thorough analysis of 2013-2018 averaged quarterly data of all federal and state Outcome Measures can be found on pages 218-244 of the 2018 County Self-Assessment.

In addition to local data, Trinity County analyzed California statewide Outcome Measure data from the fourth quarter of 2017.¹⁰ That data indicates that, as a whole, California Child Welfare outcomes have met or exceeded most of the federal Outcome Measures; however, there is room for improvement in P1: Permanency in 12 months (entering foster care) and in P4: Re-entry to Foster Care in 12 Months. Trinity County shares the improvement potential with California in P1 for both Child Welfare and Probation, but Trinity County exceeds the national standard for P4; thus, Trinity County decided to continue its focus on Measures S2, P1, and P2. Trinity County juvenile Probation populations continue to be very low, but consideration of Measure P1 for the System Improvement Plan is applicable for Probation as well.

3-S2 RECURRENCE OF MALTREATMENT

This measure is described as: “Of all who were victims of a substantiated or indicated maltreatment report during a 12-month reporting period, what percent were victims of another substantiated or indicated maltreatment report within 12 months of their initial report?” This indicator is included to measure whether the agency was successful in preventing subsequent maltreatment of a child if the child was the subject of a substantiated or indicated report of maltreatment.¹¹

SIP Baseline data from Quarter 4 of 2017 shows that Trinity County Child Welfare performed at 8.8 in the Outcome Measure of Recurrence of Maltreatment, which exceeds the National Standard of 9.1 or lower. As described in the County Self-Assessment, CWS had an average performance of 9.6 in this Outcome Measure. This Outcome Measure is not applicable for Probation populations.

As part of the 2013-2018 System Improvement Plan, Trinity County focused on prevention programs and services. The implementation of Differential Response and increased numbers of Voluntary Family Maintenance (VFM) cases were described in the County Self-Assessment (see pages 49, 155-157 of the CSA for more about VFM cases and pages 46-47, 51, 155-157 of the CSA for more about Differential Response). Increased numbers of VFM and Differential Response cases helped lower dependency caseloads, as described in greater detail on page 221 of the CSA. When children and youth remain in the home without formal (court) intervention, the potential for recurrent maltreatment in the home may increase because families are not engaged in services and are without Court oversight.

¹⁰ April 2018 Q4 2017: CWS and Probation data as provided by archived Statewide Reports; <http://www.cdss.ca.gov/inforesources/Data-Portal/County-Data-Reports/Statewide>

¹¹ *CFSR Round 3 Data Indicators*; http://www.childsworld.ca.gov/res/pdf/CFSR_Round3DataIndicators.pdf

Continued prevention efforts practices (Differential Response and Voluntary Family Maintenance, described above), as well as continued Child and Family Team Meetings and a teamed approach for case planning early and often will enhance Trinity County Child Welfare’s ability to approach reports of suspected abuse or neglect and help to mitigate safety concerns and subsequent maltreatment (recurrence). Prevention efforts, Child and Family Team Meetings, case planning, and safety planning are strategies designed to support a family and help them access resources to stabilize, which should help to minimize the recurrence of maltreatment.

3-P1 PERMANENCY IN 12 MONTHS (ENTERING IN FOSTER CARE)

This measure is described as: “Of all children who enter foster care in a 12-month period, what percent are discharged to permanency within 12 months of entering foster care?” This indicator is included to measure whether the agency reunifies or places children in safe and permanent homes as soon as possible after removal.¹²

In Quarter 4 of 2017, Trinity County CWS had a performance of 47.6%, which exceeded the National Standard of 40.5% or higher. As described in the County Self-Assessment, Trinity County Child Welfare had an average (2013-2017) performance of 38.9% in this Outcome Measure. In Quarter 4 of 2017, this Outcome Measure data measured “N.A.” because Probation did not have any children or youth in care during Q4 2017. Probation had a 2013-2017 average performance of 18.3%.

During the Peer Review in October 2017, Trinity County Child Welfare Services (CWS) and Probation focused on P1: permanency within twelve months, entering foster care (see section beginning on page 204 of CSA). Child Welfare is committed to establishing permanency for children in foster care in as timely a manner as possible. Reunification with the family of origin is always the first consideration, but if risk and safety concerns remain and reunification is not possible, then other permanent plans are established for children and youth. Trinity County strives to ensure that statutory timelines are met for reunification and permanency, but the County has continued to encounter some barriers in meeting this Outcome Measure goal.

A contributing factor to Trinity County’s performance in this measure during the CSA period under review was a barrier around timely Court hearings, including frequent hearing continuances. Legal services are often provided to Trinity County residents by attorneys who are based in Redding (Shasta County) and travel to the Trinity County seat of Weaverville for Court and meetings, so natural disasters and road closures can impact attorneys’ availability to be present at Court. In recent years, continuances have been necessary due to the expiration of attorney contracts and

¹² *CFSR Round 3 Data Indicators*; http://www.childsworld.ca.gov/res/pdf/CFSR_Round3DataIndicators.pdf

the appointment of new counsel for parents and minors. Court continuances sometimes also occurred because of late submission of court reports by Child Welfare Services, or because of improper noticing. Child Welfare has implemented quality assurance practices (time management techniques and supervisory checks and balances), which will be described in greater detail in this narrative, beginning on page 31. These quality assurance practices strive to empower social workers with adequate tools and support to ensure that court reports are filed timely and all statutorily required parties are noticed accurately whenever possible.

In addition to Court hearing continuance barriers, the lack of services and Resource Homes in Trinity County continue to impact reunification rates. Families of origin often struggle with balancing in-county services and weekly visits, or visits offered multiple times each week which required out-of-county travel of over an hour in each direction. Another barrier to reunification identified in the Peer Review was family engagement, especially when the family of origin struggled with substance abuse and/or mental health issues. Child Welfare partners with Trinity County Behavioral Health Services' Mental Health Services and Alcohol and Other Drug Services (AODS) to ensure assessments are completed for parents to help identify treatment options and service needs related to substance use or mental health concerns. Interactions with resistant families can be challenging, but social workers continue to utilize Safety Organized Practice (SOP) tools¹³ in the context of the Child and Family Team to help identify safety concerns, support networks, develop behaviorally based case plans, etc. which are all designed to encourage successful reunification. Social workers continue to hone their skills in maximizing SOP tools to help expedite achievement of permanency within 12 months. As discussed on page 64 of the CSA, the average number of years of experience for line staff social workers in Trinity County is four years. This average is a curve which is not necessarily representative of newer social workers (practicing social work for less than one year), so experience and confidence in case management skills continues to grow for line staff workers. Experienced social workers are proficient in building trust and rapport with clients early in a case and extending empathy when individuals struggle with substance use or mental health issues, and new staff model these skills with their clients as well. Safety Organized Practice and the Continuum of Care Reform theoretical frameworks reiterate to social work staff that adult perpetrators of abuse and neglect often bear the burden of trauma, and that supportive practices are more successful than punitive practices to encourage successful engagement in case plan activities.

The Peer Review also identified a challenge in youth engagement in the Child and Family Team, specifically in Child and Family Team Meeting attendance. This is an area in which Child Welfare will continue to endeavor to improve, as described in greater detail later in this narrative. Child or

¹³ SOP tools used by social workers in Trinity County: <https://www.oercommons.org/authoring/12342-safety-organized-practice-sop-resources/view#h13>, <https://drive.google.com/drive/folders/0B0rP4xx2Pj2TamFpNXFuRIh6LTg>

youth attendance at Child and Family Team Meetings (CFTMs) has been a challenge because many children are placed in homes out-of-County (FFA homes; only one Shasta County based FFA has any homes in Trinity County and they maintain there are very few homes in-County) and attend school during normal business hours. Parents and services providers often are able to attend CFTMs conducted in Trinity County, so transportation logistics and absence from school can influence a child or youth's interest in participating in a CFTM. However, implementation of Resource Family Approval (RFA) in January of 2017 has helped the County to keep children and youth within Trinity County, ensuring that transportation issues and absence from school are less of a barrier for a child's participation in a CFTM. When RFA was implemented in January of 2017, 75% of children were placed out-of-county; however, by December of 2017, only 41% of children were placed out-of-county,¹⁴ suggesting that Trinity County RFA efforts were successful in the initial year of implementation. In 2017, Trinity County received 14 applications for Resource Family Approval,¹⁵ and, as reported on page 77 of the CSA, 13 families were approved as Resource Families as of March 2018. An additional 6 homes were approved in 2018.¹⁶ The number of approved homes available for placement in Trinity County is subject to change depending on the capacity of the home, the Resource Family's interest in remaining active, et cetera. Child Welfare continues to place children and youth in homes in Trinity County whenever possible, and CWS continues to engage youth to develop case plans and to participate in their case. Child and youth engagement will continue to be a focus for Trinity County Child Welfare, as will be the recruitment and retention of resource family homes in Trinity County.

Trinity County Child Welfare continues to offer extended reunification services up to 18 months, on a case by case basis. If the Child and Family Team agree that extending reunification services to 18 months is in the best interest for the child or youth, then court-ordered extended reunification services will be recommended. Some families seem to require strong agency support as they navigate their reunification case plan services and some families take longer to implement lasting changes to mitigate safety risks. Extending reunification timeframes strives to reduce recurrence of maltreatment after a child or youth returns home, and dependency is terminated, thus reducing re-entry rates, but extended reunification impacts Trinity County's performance in measure P1.

Trinity County Probation continues to only have between zero to two youth in placement, so the numerator and denominator in Probation cases provide little insight to allow for an analysis of trends. Probation outcomes and success rates are often case-specific.

¹⁴ Calendar year 2017; gathered from internal Trinity County CWS document "CWS Case Counts," located in the confidential CPS_shared network drive; numbers for which are recorded monthly as reported in SafeMeasures@.

¹⁵ 2017 implementation data provided by electronic correspondence to CDSS CCR Performance dated 01/05/2018 reporting on RFA data for January 1-December 31, 2017. E-mail saved to confidential Trinity County HHS RFA_shared network drive.

¹⁶ Data collected from quarterly implementation reports provided to CDSS for RFA implementation. Data reports saved to confidential Trinity County HHS RFA_shared network drive.

3-P2 PERMANENCY IN 12 MONTHS (IN-CARE 12-23 MONTHS)

This measure is described 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) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the period?” This indicator is included to measure whether the agency reunifies or places children in safe and permanent homes timely if permanency was not achieved in the first 12 to 23 months of foster care.¹⁷

In Quarter 4 of 2017, Trinity County CWS had a performance of 41.2%, which was lower than the National Standard of 43.6% or higher. As described in the County Self-Assessment, Trinity County Child Welfare had an average (2013-2017) performance of 38.2% in this Outcome Measure. Probation had a performance of 0% during Q4 2017 and an average performance of 0% from 2013 to 2017.

The County consistently has a small population of children who have been in care between 12-23 months, so only one or more families may significantly skew the data result. In Q4 2017, the population (denominator) of children in care 12-23 months was only 17 children and youth in care, 7 of whom achieved permanency and 10 of whom did not.

Trends for Measure P2 which were observed during data analysis in the County Self-Assessment (page 228-231) indicate that attaining permanency in 12-23 months has been skewed by cases comprised of multiple sibling sets of 2 or more children. Seven of the 10 children who did not achieve permanency, as reflected by the Q4 2017 data for Measure P2, were part of two sibling groups (one group of three children, one group of four children). Those sibling cases experienced efforts to extend reunification services to 18 months or tumultuous court processes including multiple continuances. The other three children who did not achieve permanency in this P2 cohort were older youth who remained in care until 18 and either opted to remain in extended foster care or emancipated.

Trinity County Probation continues to only have between zero to two youth in placement, so the numerator and denominator in Probation cases provide little insight to allow for an analysis of trends. Probation outcomes and success rates are often case-specific.

Discussions of systemic factors and strategies to address Outcome Measure improvement will be explored in the next sections of this narrative.

¹⁷ *CF SR Round 3 Data Indicators*; http://www.childsworld.ca.gov/res/pdf/CF SR_Round3DataIndicators.pdf

SELECTED SYSTEMIC FACTORS¹⁸

The Systemic Factors section in the 2018 Trinity County Self-Assessment included in-depth analyses of management information systems; the County case review system; foster and adoptive parent licensing, recruitment and retention; staff, caregiver, and service provider training; agency collaboration; service array; and quality assurance processes (pages 102-204 of the CSA).

During the County Self-Assessment process, Trinity County reviewed systemic factors which affect the County's ability to meet the federal measures described above (S2, P1, and P2). The systemic factors which have the most effect on the recurrence of maltreatment and permanency within 12 or 24 months include resource family home availability in Trinity County and establishing life-long connections and placements with relatives (which are components of CFSR Systemic Factor: *Foster and Adoptive Parenting Licensing, Recruitment, and Retention*¹⁹), collaboration and engagement with outlying community agencies and services (which are components of the CFSR Systemic Factor: *Agency Collaboration*²⁰), and the County's quality assurance processes and practices (which are components of the CFSR Systemic Factor: *Quality Assurance*²¹).

As discussed in the following sections of the narrative, for the Trinity County 2018 System Improvement Plan, Child Welfare and Probation will focus on family finding and establishment of life-long connections; recruitment, retention, and support of resource homes and bolstering the resource family approval program in Trinity County; providing prevention services and outreach to geographically isolated outlying communities in Trinity County; and placing high emphasis on continuous quality improvement efforts. These areas of focus will help guide Child Welfare and Probation in best practice endeavors throughout the continuum of child and family services in Trinity County.

STRATEGY RATIONALE

When developing strategies for the 2018-2023 System Improvement Plan, Trinity County considered the interconnectedness between the systemic factors, Outcome Measure performance, and service needs identified in the County Self-Assessment. The themes repeated throughout the CSA during the analyses of demographics, systemic factors, Outcome Measure performance, and service needs is that Trinity County has a small population with isolated communities, a large geographic span, and limited access to limited services; all of which can be significant barriers for

¹⁸ Systemic Factors discussed during CSA development: Section 8, Items A-G, Pages 30-38, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014);

<http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

¹⁹ Systemic Factor: Section 8, Item C, Page 32, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014); <http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

²⁰ Systemic Factor: Section 8, Item E, Page 34, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014); <http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

²¹ Systemic Factor: Section 8, Item G, Page 37, *California-Child and Family Services Review Instruction Manual*, (January 1, 2014); <http://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660>

Child Welfare and Probation and the populations they serve. Focusing on family finding, Resource Family Approval, prevention and outreach to outlying communities, and continuous quality improvement will allow Trinity County Child Welfare and Probation to address systemic factors and Outcome Measure performance, while considering service needs and barriers for access to services. The county has developed four strategies to work toward higher performance in federal Outcome Measures. These strategies will also attend to the systemic factors listed above, as described below. Please note that the strategies are in no particular order, and the numerical identifiers do not indicate rank of importance or priority.

STRATEGY 1 – ESTABLISH CONSISTENT PRACTICE COUNTY-WIDE REGARDING FAMILY FINDING AND ESTABLISHMENT OF LIFE-LONG CONNECTIONS

Trinity County recognizes the importance of early engagement of children, youth, the families from which they were removed, as well as the inclusion of community and familial support networks in the Child and Family Team to promote case successes. Child Welfare and Probation found in the County Self-Assessment that robust²² child and family engagement is a need for Trinity County. During the 2013-2018 System Improvement Plan cycle, Trinity County identified family finding as an area of focus, and that focus remains necessary for the 2018-2023 SIP cycle. Welfare and Institutions Code 361.3 requires Child Welfare agencies to consider and place foster children with relatives whenever possible,²³ and social workers employ a variety of tools to identify family early on in an investigation and a case. At the beginning of a case, families and children are asked for relative information and relatives are notified when children are removed from the home of origin. Relatives are contacted in order to obtain information about additional relatives, and staff utilize the following records to locate relatives: telephone directories, the CWS/CMS database, California inmate locator, federal inmate locator, county child support services, California Statewide Automated Welfare System Consortium IV (C-IV), social media sites, and law enforcement databases. In the event that relatives are not identified or located and there is a suspicion that there are more relatives, staff utilize the contract Trinity County holds with Seneca Family of Agencies²⁴ to provide comprehensive database searches for additional relatives associated with the family. The Seneca searches provide social workers and deputy probation officers with a list of potential relatives and associated persons, including most recent and historical addresses, multiple phone numbers, and the “degree” to which the relative could be related to the client. Searches are submitted electronically through a confidential web-form and results are provided in Microsoft Word and Excel files. Social workers send out letters to potential relatives identified by the Seneca Contract services to increase the likelihood of establishing relative connections for the children and youth in care. The contract with Seneca for family finding services began in March 2018 and at the

²² Robust: 1) having or exhibiting strength or vigorous health; 2) having or showing vigor, strength, or firmness; 3) strongly formed or constructed; 4) capable of performing without failure under a wide range of conditions. *The Merriam-Webster.com Dictionary*, Merriam-Webster Inc., <https://www.merriam-webster.com/dictionary/robust>

²³ http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=361.3.&lawCode=WIC

²⁴ Contract between Trinity County and Seneca Family of Agencies, number 18-043

end of December 2018 the search service had been utilized six times. The Seneca searches and family engagement and did not result in additional relative placements; however, the County plans to continue to use the contract to determine if the service will become successful in helping to facilitate lifelong connections between children and relatives. Trinity County Social workers also often use ecomaps²⁵ and genograms²⁶ and other Safety Organized Practice tools with the Child and Family Team and during case staffings²⁷ to help determine relatedness and family connections. These efforts have helped meet the goals established in the 2013-2018 System Improvement Plan, but Trinity County recognizes the opportunity for growth in this area and has prioritized Family Finding for the 2018-2023 System Improvement Plan as well.

Trinity County Child Welfare and Probation are trained in utilizing Safety Organized Practice (SOP) tools and theoretical framework to guide case management techniques and processes. Child Welfare and Probation staff are also trained in the formation and engagement of the Child and Family Team (CFT). In the context of SOP and the CFT, Trinity County understands the importance of family and family-like supports in the success of a case. Identified individuals can support the family in a number of ways, including acting as concrete supports²⁸ and providing respite for families during investigations of child abuse or neglect, providing emergency or long-term placement options (if eligible) when a child is removed from the home, mentoring the family of origin and/or the child when in out-of-home placement, providing stability for the family in a tumultuous and challenging time, and supporting the family in a myriad of other ways. Continuing to engage more family as supportive networks for Trinity County families may help to decrease recurrence of maltreatment rates and help to increase permanency rates, as described below.

Trinity County anticipates that increased use of existing family finding tools, described above, and the establishment of new tools, described in the action steps paragraph below, will help increase Child Welfare and Probation performance in multiple Outcome Measures but specifically Measure P1: Permanency in 12 months [entering foster care], and Measure P2: Permanency in 12 months [in care 12-23 months]). As mentioned above, involvement of extended family in the Child and Family Team can help to provide natural support for parents and children and youth. Relatives who provide placement of children and youth may be more likely to support reunification and encourage the family of origin to engage in services necessary for successful reunification than resource parents who do not have a relationship with the family. Relatives may also provide concrete support to the family and act as safety network individuals to help ensure that

²⁵ <https://mswcareers.com/the-ecomap-a-social-work-assessment-tool/>

²⁶ <https://www.socialworkhelper.com/2016/09/14/genogram-need-learn-create-one/>

²⁷ References to “case staffing” are included in a number of California counties’ published reports, policies, procedures, and protocols found online, only two of which are referenced here: Trinity County CSA 2013;

<http://www.childsworld.ca.gov/res/SIPs/2013/TrinityCSA.pdf>; Tulare County SIP Progress Report, 2015;

<http://www.childsworld.ca.gov/res/SIPs/2015/TulareSIP.pdf>

²⁸ <https://www.childwelfare.gov/topics/preventing/promoting/protectfactors/concrete-supports/>

reunification efforts continue.²⁹ These roles as part of the Child and Family Team can help children and youth achieve permanency within the first 12 months (P1), or between the 12 and 23 month mark (P2). If reunification is not achieved, relative placements often are willing to provide permanency for children (guardianship or adoption)³⁰, which also will impact Outcome Measures P1 and P2. If relatives cannot act as resource parents, for whatever reason, active family involvement can continue to ensure that children and youth maintain lifelong connections to their family of origin, even if parental rights are terminated. Additionally, positive family involvement throughout reunification may bolster familial relationships and concrete supports, which can carry over after reunification to help decrease the likelihood of future maltreatment. This family finding strategy is complementary to the California Program Improvement Plan³¹ Goal 2, “to enhance practices and strategies that result in more children/youth having permanent homes, stable placements, and connections to communities, culture and important adults”; specifically, PIP Goal 2, Strategy 3 to “increase sibling and relative placements initially and throughout the life of a case,” as well as PIP Goal 2, Strategy 7 to “provide additional support to family of origin.” Trinity County also anticipates that efforts to locate and engage local family can help with the recruitment of local resource homes, thereby cutting down travel time for social workers between completing monthly face-to-face contacts and returning to the office to enter contact note data into CWS/CMS (increasing performance of CDSS Measure 2F: Monthly Visits [Out of Home] and Monthly Visits in Residence [Out of Home]).

The population of children this strategy targets is all children affected by efforts to achieve permanency within 12 months (P1) and within 12-23 months (P2). In the CSA, Trinity County identified that the population at greatest risk for maltreatment are children between the ages of 6 and 10 years old. Trinity County dependent children in out-of-home care are most often between the ages of 6 and 10 years old.³² Children in this age range likely have established bonds and relationships with family members, so integrating extended family as safety individuals, concrete supports, and placement options will likely be received well by all participants of a Child and Family Team. Trinity County expects that the family finding and lifelong connections strategy will bring the Outcome Measure performance of P1 and P2 closer to the national standard goals.³³

Action steps will include developing or revising existing family finding and permanent placement

²⁹ https://www.pewtrusts.org/-/media/legacy/uploadedfiles/wwwpewtrustsorg/reports/foster_care_reform/supportingrelativespdf.pdf

³⁰ Child Welfare Information Gateway. (2018). Placement of children with relatives. Washington, DC: U.S. Department of Health and Human Services, Children’s Bureau.; <https://www.childwelfare.gov/pubPDFs/placement.pdf>

³¹ California Child and Family Services Review Program Improvement Plan 2018, page 15
http://www.cdss.ca.gov/Portals/9/ACIN/2019/I-04_19.pdf?ver=2019-03-11-155216-127

³² Refer to the 2013-2018 Trinity County Self-Assessment, pages 23-26, and pages 29-31 for more information about this demographic.

³³ S2: National Standard is 9.1 or lower, P1: National Standard is 40.5% or higher, P2: National Standard is 43.6% or higher

policies and procedures to emphasize ongoing family finding efforts for the duration of the dependency case,³⁴ especially for children and youth in cases past the permanency hearing in which adoption is not the permanent plan. These policies and procedures will include assigning social workers to revisit family finding during a case, especially after reunification services have ended and for Independent Living Program eligible youth. Quarterly reviews of cases³⁵ which have passed the 366.26 permanency hearing in which adoption is not the permanent plan will become the standard, and cases under review will be mapped during social working staffings and Child and Family Team Meetings to help ensure that relatives are identified and considered as lifelong connections.

Another action³⁶ step will be to implement use of consistent templates for genograms, eco-grams, and a key for each template to ensure uniformity and consistency in use and practice throughout Child Welfare. After adoption of consistent genogram or eco-gram templates, staff will use these templates at case staffings and Child and Family Team Meetings. The information gleaned from families when creating genograms and eco-grams will assist workers in identifying and locating family members and supportive persons who may lend critical support in a case.

An additional action³⁷ step will be to ensure that staff are trained to enter family finding efforts data into the Child Welfare Services/Case Management System (CWS/CMS), per the internal CWS Family Finding Policy and Procedure. The goal of this action step will be to capture efforts made to locate relatives and engage them as part of the Child and Family Team. Social Worker Supervisors will review CWS/CMS Family Finding data entry monthly.³⁸ Monthly reviews will ensure data entry compliance, as well as to identify effectiveness of family finding efforts regarding placement or establishment of life-long connections. Management and analyst will utilize CWS/CMS family finding reports to track family finding efforts and trends to adjust practice accordingly.³⁹ Increased family finding tracking will allow the County to determine the longitudinal effectiveness in achieving better outcomes for children and youth. Action step timelines for this strategy will be outlined formally in the SIP Chart (page 5-6 of the 2018-2023 SIP Chart.)

The Northern California Regional Training Academy, facilitated by the University of California, Davis's Continuing and Professional Education in Human Services, often provides variations of family finding-based training. Social workers, deputy probation officers, and other staff are always encouraged to attend trainings to further their understanding of topics which impact their works, such as relative search and engagement in the Child and Family Team.

³⁴ Strategy 1: Action Step A (see page 5 of 2018 SIP Chart)

³⁵ Strategy 1: Action Step B (see page 5 of 2018 SIP Chart)

³⁶ Strategy 1: Action Step C (see page 5 of 2018 SIP Chart)

³⁷ Strategy 1: Action Step D (see page 5 of 2018 SIP Chart)

³⁸ Strategy 1: Action Step E (see page 6 of 2018 SIP Chart)

³⁹ Strategy 1: Action Step F (see page 6 of 2018 SIP Chart)

The responsibility of finding and engaging family belongs to the case manager, specifically the social worker or deputy probation officer. However, other partners will be involved in the process: the Child Welfare Services Administrative Coordinator assists social workers with some steps of the Family Finding process. Seneca Family of Agencies, which is contracted to provide family finding services, will continue to assist in electronic database searches to identify and locate family. Other agencies may assist the County in some family engagement pieces: including Foster Family Agencies which may supervise visits with children and family; or mental health providers who may provide family counseling or therapeutic visits between children and family. Trinity County will also partner with CDSS Adoptions Bureau and Foster Family Agencies for pieces of the Resource Family Approval process, which will engage relatives in approval to become placement options for children in care. All of the efforts supported by partner agencies are expected to increase family engagement, increasing performance of the Outcome Measures, as indicated above.

Child Welfare does not anticipate using any prevention (CAPIT, CBCAP, or PSSF) monies to directly support this strategy, as other Child Welfare allocations include provisions for family finding efforts. Ancillary services and concrete supports (such as parenting education, behavioral health services, et cetera) may use CAPIT and/or PSSF funding; however, prevention funds will only be used when clients are eligible. Service programs currently utilizing prevention funding will be described in the attached *CAPIT/CBCAP/PSSF Program and Evaluation Description* forms. Additional programs may receive prevention funding during the 2018-2023 SIP cycle, and will be determined.

STRATEGY 2 – INCREASE LOCAL RESOURCE FAMILY RECRUITMENT, RETENTION, AND SUPPORT

Trinity County Child Welfare and Probation identified the need to actively recruit new placement providers in Trinity County in the 2013-2018 SIP. Trinity County made great strides toward recruiting more homes, especially with the implementation of the Resource Family Approval program (RFA) in 2017. The need for placement options within Trinity County remains, and the County will focus bolstering the RFA program for the 2018-2023 System Improvement Plan. As described in the County Self-Assessment, Child Welfare Services is the lead agency to provide RFA services in Trinity County, and Probation partners with Child Welfare during the approval process whenever necessary.

Child Welfare and Probation expect that increasing Resource Family recruitment, retention, and support will directly impact the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Trinity County CWS and Probation recognize the need to recruit additional placement homes in Trinity County. Increasing the number of homes in Trinity County will allow more children to stay in their communities and schools of origin, which may help alleviate the trauma of removal from

their home. In addition, maintaining children and youth in their communities will ensure that long-term relationships outside of the home are sustained, including those with extended family and mentors. As more children remain in the County, more opportunities arise for families to access services (i.e., mental health and medical appointments) and visits locally, instead of being required to travel to neighboring counties (often Shasta County) in order to access services and visit with children. Closer proximity for all parties of a case will help reunification efforts. Recruitment of local resource homes will be beneficial to the practical aspects of case management, like data entry, because travel time for social workers will decrease and long travel requirements will not be a barrier to the passage of time between completing monthly face-to-face contacts and returning to the office to enter contact note data into CWS/CMS (increasing performance of Measure 2F). . As described on pages 50 and 76 of the CSA, Trinity County was limited in its ability to recruit homes before the implementation of RFA in 2017. The CDSS mandated RFA program continues to evolve (eight versions of the Written Directives have been released, four of which have been released since January 2017⁴⁰), so evaluation of such a new program may be challenging, especially in a County like Trinity, where data is often affected by single cases or sibling sets. Trinity County looks forward to continuing to acquire data about RFA successes during the 2018-2023 SIP cycle.

The County plans to continue to train and educate new and existing Resource Families about case goals, especially to ensure that Resource Parents understand that reunification is always the first goal, that placement with relatives is always preferred, but that the County expects that a placement home is willing to provide a concurrent (permanent) home if reunification and placement with relatives is not possible. With a thorough understanding of the judicial system and the state and County expectations, Resource Families will be prepared for multiple scenarios and are more likely to tolerate inconveniences or accept changes, which are often likely to occur in cases. Flexibility, acceptance, and understanding on the part of Resource Parents will help them be effective members of the Child and Family Team. Trinity County anticipates that when Resource Parents are engaged in the Child and Family Team and understand the case plan and court trajectory for the specific case of the child or children in their care, there is a greater likelihood that they will be supportive of the family of origin in their efforts to reunify. Resource Families can also establish relationships with families and act as concrete supports after children are returned home: they can provide respite when the family needs a break, or can mentor parents when families face relationship challenges and struggles, thereby helping to decrease the risk of recurrent maltreatment. If reunification is unsuccessful, then local Resource Families providing permanence, who have established trust and rapport with the family of origin, may be more likely to support ongoing relationships with parents and extended family after termination of parental rights, even when a guardianship is ordered or adoption is finalized. As described in the action steps paragraph below, the County will continue to support Resource Families and encourage sustainable and

⁴⁰ <https://www.cdss.ca.gov/inforesources/resource-family-approval-program>

healthy relationships between Resource Families and families of origin, whenever possible. Older children and youth may be more amenable to establishing permanence with local Resource Families, especially when Resource Families are willing to promote life-long connections with family members.

This RFA recruitment, retention, and support strategy targets all children in out-of-home placement. In the County Self-Assessment, children aged 6 to 10 years old were identified to be at greatest risk for maltreatment, subsequent entry into foster care, and they are the highest placement population in Trinity County.⁴¹ The County anticipates that this strategy will positively impact all children in care, including all children in this demographic. During 2018, as the County Self-Assessment was created and approved, Child Welfare and Probation began to experience higher numbers of adolescents in-care (11-15 and 16-17 age ranges), as evidenced by the point-in-time tables (Figure 1 and Figure 2), below. Refer to Table 1, below, for historic information about adolescent population size, as reported on page 30 of the 2018 CSA. This current adolescent population (Figure 1 and Figure 2) indicates that highly skilled Resource Parents are necessary to provide long-term and stable placements for youth. This strategy aims to meet that need, as well.

FIGURE 1: JULY 1, 2018 CWS POINT IN TIME AGE BREAKDOWN OF IN-CARE CHILD/YOUTH POPULATION⁴²

California Child Welfare Indicators Project (CCWIP)
 University of California at Berkeley
Children in Foster Care
Agency Type=Child Welfare
July 1, 2018
 Trinity

Gender	Age Group								Total
	Under 1	1-2	3-5	6-10	11-15	16-17	18-21	Missing	
	n	n	n	n	n	n	n	n	
Female	3	1	6	3	7	4	2	.	26
Male	1	2	1	3	10	3	2	.	22
Missing
Total	4	3	7	6	17	7	4	.	48

Data Source: CWS/CMS 2019 Quarter 1 Extract.
 Program version: 2.00 Database version: 6FAAB434
 Please consult the methodology for detailed placement type definitions.

⁴¹ Refer to the 2013-2018 Trinity County Self-Assessment, pages 23-26, and pages 29-31 for more information about this demographic.

⁴² Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Min, S., Hammond, I., Sandoval, A., Yee, H., Flamson, T., Hunt, J., Ensele, P., Lee, H., Casillas, E., & Gonzalez, A. (2019). *CCWIP reports*. Retrieved 7/19/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

FIGURE 2: JULY 1, 2018 PROBATION POINT IN TIME AGE BREAKDOWN OF IN-CARE CHILD/YOUTH POPULATION⁴³

California Child Welfare Indicators Project (CCWIP)
University of California at Berkeley

**Children in Foster Care
Agency Type=Probation**

July 1, 2018

Trinity

Gender	Age Group								Total
	Under 1	1-2	3-5	6-10	11-15	16-17	18-21	Missing	
	n	n	n	n	n	n	n	n	
Female
Male	1	1	.	.	2
Missing
Total	1	1	.	.	2

Data Source: CWS/CMS 2019 Quarter 1 Extract.
Program version: 2.00 Database version: 6FAAB434
Please consult the methodology for detailed placement type definitions.

TABLE 1: CHILD WELFARE POPULATION IN CARE STRATIFIED BY AGE⁴⁴

Age	2011	2012	2013	2014	2015
Under 1	3	6	4	8	3
1-2	2	6	5	7	7
3-5	11	13	6	15	4
6-10	14	14	15	17	12
11-15	14	8	7	5	10
16-17	1	2	2	3	2
Extended FC	0	0	0	0	1

Trinity County has outlined the following actions steps to support the strategy to increase local Resource Family recruitment, retention, and support: Child Welfare and Probation will specifically recruit for a crisis home,⁴⁵ which will provide emergency shelter care, emergency placement care, or respite care for no more than 30 days. When a child comes into care, Child Welfare makes every effort to locate and identify local family or non-related extended family members (NREFMs) to utilize as an emergency placement option. If emergency placement with local family or NREFMs is not possible, and if local long-term Resource Homes in Trinity County are at capacity, a crisis home in Trinity County would be greatly beneficial, as otherwise the County would be required to place

⁴³ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Min, S., Hammond, I., Sandoval, A., Yee, H., Flamson, T., Hunt, J., Ensele, P., Lee, H., Casillas, E., & Gonzalez, A. (2019). *CCWIP reports*. Retrieved 7/19/2019, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

⁴⁴ <https://fcda1.chapinhall.org/www/reports/welcome.php>

⁴⁵ Strategy 2: Action Step A (see page 7 of 2018 SIP Chart)

children in Foster Family Agency homes in neighboring counties (which is current practice). Efforts to recruit a 30 day crisis home will include providing RFA recruitment outreach at community events, community meetings, and faith-based organization meetings.

Another action step is to recruit specialized Resource Homes in Trinity County. Specialized homes will include homes which have training to care for adolescents and/or wards of the juvenile court,⁴⁶ or homes which are dedicated in certain communities to serve as placements to enable children to stay in their school of origin (referred to as “school specific homes”).⁴⁷ As mentioned above, the current adolescent population (point in time in 2018, see Figure 1 and Figure 2, above), has demonstrated to Child Welfare and Probation that specialized homes, which are trained in trauma-informed care provision for teens, is a need in Trinity County. For Trinity County caseloads, this point in time data set is large enough for agencies to use to acknowledge this need; however, the numbers are small enough to potentially be identifiable, so case examples cannot be used to elaborate on this need because generalization is impossible in such a small data set.

As indicated above, Trinity County acknowledges the need for approved homes with training to take Probation youth placements. Trinity County currently does not have any unmatched homes available for Probation youth placements; however Deputy Probation Officers work closely with youth and their families to identify matched placement homes. Deputy Probation Officers will continue to work with families and with the Child Welfare Services Resource Family Approval Social Worker to ensure that family or non-related extended family members are identified and referred for the Resource Family Approval process. Trinity County Probation and Child Welfare Services each receive funding for Continuum of Care Reform programs, including Resource Family Approval, Child and Family Teams, and Foster Parent Recruitment, Retention, and Support (FRRS) allocations. Probation and Child Welfare have certified to the California Department of Social Services that Child Welfare serves as the lead agency for FRRS funding annually. The FRRS funding has helped in the approval process when matched homes are identified for Probation youth placements. Approval of matched and unmatched resource families in Trinity County who are trained to accept Probation placements will help decrease driving time for deputy probation officers, therefore increasing the time spent in the office and the likelihood of timely data entry into CWS/CMS. The County expects that monthly face to face contact data entry compliance (measure 2F) will increase as more Probation youth are placed in-County.

One of the Child Welfare social workers, who is in a program to receive her Master’s of Social Work, will focus on Resource Family Approval recruitment during her internship and has designed a work plan to provide RFA recruitment outreach to schools, including schools in geographically isolated communities in order to recruit specialized “school specific” homes. There are 9 school districts in Trinity County with a total of 19 schools: Burnt Ranch School (1 school), Coffee Creek School (1 school), Douglas City School (1 school), Junction City School (1 school), Lewiston School (1 school),

⁴⁶ Strategy 2: Action Step B (see page 7 of 2018 SIP Chart)

⁴⁷ Strategy 2: Action Step C (see page 7 of 2018 SIP Chart)

Mountain Valley Unified School District in Hayfork (4 schools), Southern Trinity Joint Unified School District (5 schools), Trinity Center School (1 school), and Trinity Alps Unified School District in Weaverville (3 schools).⁴⁸ In June of 2018, 30 Trinity County children and youth were in placement.⁴⁹ Of those 30 children and youth in placement, ten children and youth were placed in Trinity County.⁵⁰ Of the ten placed in Trinity County, eight foster youth in placement attended five schools in Trinity County; these students attended schools in Weaverville (the County seat), Hayfork (the second largest community in Trinity County), and Douglas City (seven miles south of Weaverville).⁵¹ The eight students described were placed in resource homes located in the same town as their school, and six of the eight students attended their school of origin;⁵² however, two of the children were unable to attend their original school due to the distance between their placement home and their home of removal. Dedicated resource homes located in specific school districts (school specific homes) will benefit communities and families by enabling children to remain in their school of origin after removal or placement change. Child Welfare Services plans to present the RFA program and idea of school-specific homes to school districts throughout Trinity County. CWS will endeavor to engage teachers and school personnel in the RFA process and expand recruitment to school district events, town hall meetings, et cetera.

An additional action step will be to formalize partnerships with Foster Family Agencies (FFAs)⁵³ in Shasta and/or Humboldt Counties to help expedite the Resource Family Approval process. This will include establishing contracts with FFAs to complete some RFA services, including the Family Evaluation and Home Environment Assessment, and referring prospective Resource Families to FFAs for training.

Another action step to support this RFA strategy will be to formalize practices for supporting Resource Families:⁵⁴ Child Welfare has discussed the implementation of the Quality Parenting Initiative (including universal use of Child Information and “All About Me” sheets⁵⁵ to provide to resource families). Trinity County will evaluate⁵⁶ the effectiveness of recruitment, retention, and support efforts by maintaining reports required by CDSS, continued collaboration with the RFA Social Worker, analyzing data entry into CWS/CMS, continuing to use internal tracking tools (excel spreadsheets, sign in sheets, counter clicker, surveys etc.), and by actively engaging in the RFA Annual Review process.

⁴⁸ <https://www.tcoek12.org/index.php/school-districts/school-directory>

⁴⁹ Excluded SILP placements. June 2018, case assignments by service component: app.safemeasures.org

⁵⁰ Child Welfare Services’ maintained “Locator” document dated 07/06/18; located in the confidential CPS_shared network drive

⁵¹ Data collected from the CWS “Locator” and in collaboration with Trinity County Office of Education Foster Youth Services Liaison

⁵² Data collected from SafeMeasures Case History, as extracted from education enrollment data from the CWS/CMS Health and Education Passport section

⁵³ Strategy 2: Action Step D (see page 7 of 2018 SIP Chart)

⁵⁴ Strategy 2: Action Step E (see page 8 of 2018 SIP Chart)

⁵⁵ Child Information Sheets and “All About Me” information sheets are completed by the parent and child, respectively. This information is provided to Resource Families when placements occur in an effort to provide continuity for a child, which aims to

⁵⁶ Strategy 2: Action Step F (see page 8 of 2018 SIP Chart)

The systemic factor which will be most improved by this strategy is the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention. Trinity County anticipates that the action steps described above will help to establish and maintain Resource Homes in Trinity County, which will increase performance in the Outcome Measures, as described earlier in this section.

The Northern California Regional Training Academy, facilitated by the University of California, Davis's Continuing and Professional Education in Human Services, often provides Resource Family Approval trainings. Social workers, deputy probation officers, and other staff are always encouraged to attend trainings to further their understanding of topics which impact their works, such the RFA Academy courses and others. Child Welfare staff will continue to participate in trainings facilitated by CDSS for RFA topics (including due process trainings, monthly Technical Assistance for RFA [TARFA] meetings, and specific recruitment and support strategy trainings and webinars and trainings offered by the Continuum of Care Reform branch of CDSS and the Chief Probation Officers of California [CPOC]). Trinity County contracts with CDSS for completion of family evaluations, complaint investigations, and for due process legal representation.⁵⁷ Child Welfare will continue to work with our assigned CDSS RFA liaison to consult with any concerns, and the County appreciates continued technical assistance from the RFA unit. Trinity County may reach out to other counties or Foster Family Agencies to determine best practices for coaching Resource Families through challenging placement scenarios, and other ideas to help support and retain local Resource Homes.

Partnerships with other agencies and organizations are outlined above, additional partnerships outside the scope of training and technical assistance include a continued contract with the Human Response Network (HRN) for supervised and monitored visitation. This contract is critical because it provides local visitation services, including transportation. Currently, Child Welfare staff supervise and monitor visits whenever necessary, but it is taxing on workers, especially as visitation hours and frequency increases as reunification nears. The contract with HRN ensures that visits occur; however, HRN also encounters challenges related to small staff numbers and limited availability, so an additional social services aide in Child Welfare (as described above) would be greatly beneficial to reunification efforts for families in Trinity County.

Child Welfare does not anticipate using prevention (CAPIT, CBCAP, or PSSF) monies to directly support this strategy, as other Child Welfare allocations include provisions for RFA efforts; however, if allocations specific to Resource Family Approval diminish, Trinity County may consider allowable avenues to maximize prevention funding for RFA related efforts. Ancillary services and concrete supports (such as parenting education, behavioral health services, et cetera) may use CAPIT and/or PSSF funding; however, prevention funds will only be used when clients are eligible.

⁵⁷ Trinity County contract number 17-152; CDSS Contract number 16-5058

Service programs currently utilizing prevention funding will be described in the attached *CAPIT/CBCAP/PSSF Program and Evaluation Description* forms. Additional programs may receive prevention funding during the 2018-2023 SIP cycle, and will be determined.

STRATEGY 3 – INCREASE PREVENTION AND INTERVENTION SERVICES AND OUTREACH TO GEOGRAPHICALLY ISOLATED COMMUNITIES TO REDUCE THE RECURRENCE OF MALTREATMENT

Throughout the County Self-Assessment, Child Welfare and Probation discussed the challenges faced by many Trinity County residents due to geographic isolation and the lack of services available in outlying communities. Services are most accessible to residents who live in and around the County seat of Weaverville (supervisory district 2), or the second largest community, Hayfork (supervisory district 3)⁵⁸. Child Welfare and Probation recognize that this is a continuous issue in Trinity County, and both agencies strive to implement creative solutions to mitigate these challenges. Emphasizing the need to address barriers for service provision in geographically isolated and outlying communities will remain a focus during the 2018-2023 System Improvement Plan.

The County addresses geographic isolation with practical tools, such as all-wheel drive vehicles, global positioning system (GPS) navigation systems, radios, and cell phone boosters so that social workers and deputy probation officers can access isolated areas while maintaining communication for safety. All social workers are provided with a copy of the Trinity County Planning Department *Emergency Response Road Name Map Book*⁵⁹ for those times that GPS fails. These tools are helpful when staff are engaged in field work; but historically, field work was often conducted in a silo: staff would be in the field for work specific to one or more isolated investigations or cases, rather than to provide outlying communities with regular presence of a Child Welfare or Probation representative. Since the completion of the County Self-Assessment, Probation has formally changed a part of their approach to regular field work. In May 2018, Probation applied for and received grant funding for a School Resource/Intervention Officer (SRO). The Tobacco Law Enforcement Grant is paid through Proposition 56 funding, which requires and emphasizes tobacco education, prevention, and cessation. Probation has established formal memoranda of understanding (MOUs) with the Trinity County Office of Education, the Trinity Alps Unified School District (which is comprised of schools in the County seat of Weaverville, serving students kindergarten through 12th grade from Weaverville and surrounding communities), and the Mountain Valley Unified School District (which is comprised of schools in the second largest Trinity County community, Hayfork, serving students kindergarten through 12th grade from Hayfork and surrounding communities). These MOUs outline specific expectations of the County and of each school district, including that the SRO maintains weekly presence at each campus and attends all

⁵⁸ https://www.trinitycounty.org/sites/default/files/BOS/Documents/TC_Sup_Districts_2011_Adopted.pdf

⁵⁹ <https://www.trinitycounty.org/sites/default/files/Planning/documents/911%20Map%20-%20Table%20of%20Contents.htm>

relevant trainings and meetings. Although formal MOUs are maintained with three agencies, the SRO provides intervention services at all nine school districts in Trinity County. The SRO maintains presence in the smaller, geographically isolated school districts bi-weekly whenever possible, or monthly at the least. School personnel refer at-risk children and youth to the SRO, and the SRO meets with students individually. The SRO works with children and youth of all ages, including the children identified as the population at the highest risk of maltreatment (6-10 years old).⁶⁰ The SRO works most often with older children and youth and often discusses juvenile justice and behaviors which could result in involvement with the juvenile justice system (bullying, assaults, vandalism, drugs, etc.), as well as providing tobacco education. The current Proposition 56 funding continues through fiscal year 2020 and Probation has applied for continued funding for an additional four fiscal years.⁶¹

In addition to the memoranda of understanding with school districts for the School Resource Officer position, Child Welfare and Probation participate in an MOU⁶² with school districts to provide Crisis Response efforts in case of emergencies at schools; the County maintains an MOU⁶³ with school districts and local education agencies to ensure transportation for foster youth to the school of origin;⁶⁴ Child Welfare and Probation maintain an MOU⁶⁵ with the Trinity County Office of Education (TCOE) for Title IV-E eligible foster/probation youth liaison activities, as described on pages 37-39 of the CSA; and Child Welfare continues an MOU with TCOE for providing tutoring to foster youth. Trinity County anticipates that these existing working relationships with local education agencies will be a catalyst for continued partnerships to enable additional formalized prevention and outreach programs in geographically isolated communities, as described in the action steps below.

This strategy will have the most impact on Outcome Measure S2: Recurrence of Maltreatment, as the emphases of the action steps will be on outreach and education to prevent child abuse and neglect. Trinity County expects that Child Welfare's performance in Measure S2 will meet or exceed the national goal with the implementation of this strategy. As more individuals are made aware of the purpose of Child Welfare and Probation through the outreach efforts discussed in this section, and as fears are assuaged about interactions with agency representatives, then

⁶⁰ Refer to the 2013-2018 Trinity County Self-Assessment, pages 23-26, and pages 29-31 for more information about this demographic.

⁶¹ Information about the School Resource Officer obtained from Probation records (Grant information: contract #18-110; schools information MOU #18-113, #18-114, #18-121) and direct communication with Assistant Chief Probation Officer and School Resource/Intervention Officer, July 2019

⁶² Trinity County & Local Education Agencies, Health Agencies, etc. MOU 18-167

⁶³ Trinity County & Local Education Agencies MOU 17-153

⁶⁴ Maintaining children in school of origin is discussed in the previous section; children may be more likely to remain engaged in their community with relatives and support networks when they remain in their school of origin. Without the disconnect from their entire world (family, community, school), children experience a smoother transition back home if reunification occurs; or if reunification does not occur, maintaining school of origin may help soften the experience of establishing permanency outside of their family of origin.

⁶⁵ Trinity County & TCOE MOU 17-179; TCOE Roles and Responsibilities

communities will be more likely to accept assistance and support from Child Welfare and Probation. Assistance and support will include connecting families with services and parenting education, including information about healthy communication and parenting techniques, which will prevent recurrence of maltreatment, as described in the action steps below. In 2009, Debora Daro and Kenneth A. Dodge⁶⁶ described community based child abuse prevention efforts which explored providing more public services and increasing service provider collaboration. Daro and Dodge also discussed the concept of social trust and the need for a sense of community to collectively reduce maltreatment. Social trust and social capital, as described by Daro and Dodge, can be built “by creating an environment of mutual reciprocity.” Building trust and community will help reduce the stigma of involvement with Child Welfare and Probation, and it will help all members of a Child and Family Team feel at ease and empowered to better understand the goals of a safety plan or case plan. Stigma and fear about agency involvement are best addressed by providing transparent education and access to agency representatives, finding common ground, sharing mutual goals, and teaming to achieve goals. Strategy 3 could also work in concert with Strategy 2 (RFA recruitment) because increased presence of social workers and Probation staff in schools and outlying community groups and agencies will engage community members in conversations about foster care and the need for Resource Homes in Trinity County, especially school specific homes, as discussed in Strategy 2. Recruitment of local resource homes will be beneficial to the practical aspects of case management, like data entry, because travel time for social workers will decrease and long travel requirements will not be a barrier to the passage of time between completing monthly face-to-face contacts and returning to the office to enter contact note data into CWS/CMS (increasing performance of Measure 2F). Strategy 3 is complementary to the California Program Improvement Plan⁶⁷ Goal 4: “increase statewide access to varied exiting services options for children/youth in foster care and in-home and their families.”

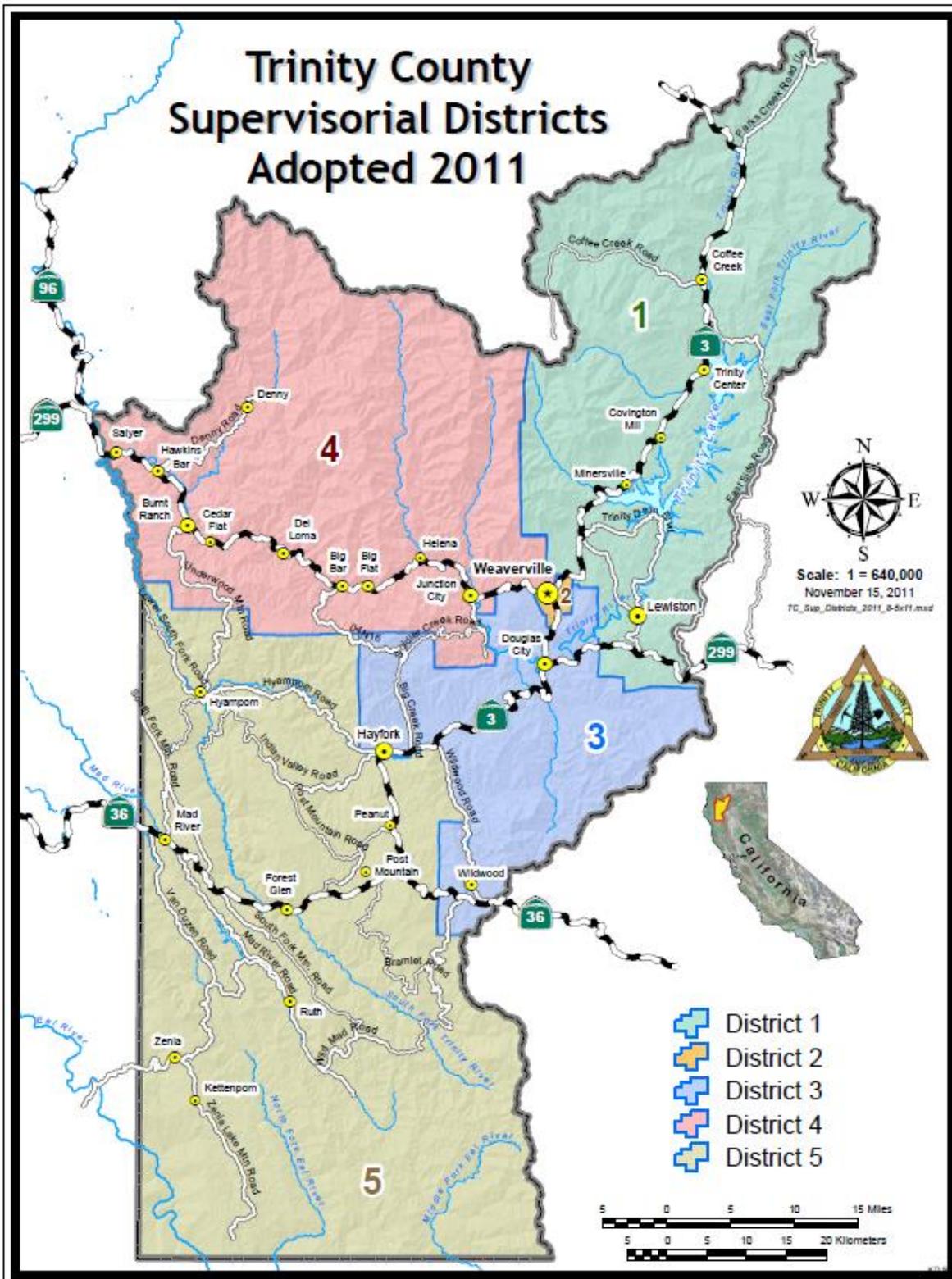
Strategy 3 targets all children in outlying and geographically isolated communities, which may be described as all children living outside of the communities of Weaverville and Hayfork. Services will continue occur in Weaverville and Hayfork, but greater emphasis will be placed on children and families residing in communities throughout supervisorial districts 1, 3, 4, and 5. Refer to Figure 3, Supervisorial Districts boundaries map, below. Child Welfare aims to decrease maltreatment and the recurrence of maltreatment of children and youth throughout Trinity County, regardless of community and child demographics; however, as described in the action steps below, this strategy will include Trinity County school districts, so social workers will be present in the schools and the 6-10 year old demographic⁶⁸ will be at the forefront of community based prevention efforts.

⁶⁶ *Creating Community Responsibility for Child Protection: Possibilities and Challenges*; Daro, D., Dodge, K. (2009) <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3730282/>

⁶⁷ California Child and Family Services Review Program Improvement Plan 2018, page 15 http://www.cdss.ca.gov/Portals/9/ACIN/2019/I-04_19.pdf?ver=2019-03-11-155216-127

⁶⁸ Refer to the 2013-2018 Trinity County Self-Assessment, pages 23-26, and pages 29-31 for more information about this demographic.

FIGURE 3: TRINITY COUNTY POLITICAL JURISDICTIONS – SUPERVISORIAL DISTRICTS⁶⁹



⁶⁹ https://www.trinitycounty.org/sites/default/files/BOS/Documents/TC_Sup_Districts_2011_Adopted.pdf

In order to achieve this strategy, actions steps will include⁷⁰ continuing to engage in memoranda of understanding (MOUs) with school districts and creating additional MOUs with local education agencies for collaboration with Child Welfare.⁷¹ Child Welfare and Probation will work together on targeted prevention and intervention efforts at schools, and Child Welfare will provide Mandated Reporter and effective child welfare interfacing training to school personnel.⁷² Any training outreach and meetings will be tracked using sign in sheets. School districts in Trinity County and associated data are discussed on page 22-23 of this narrative, during the discussion about Strategy 2.

Child Welfare and Probation will explore partnering with other established organizations and agencies to ensure that Trinity County staff and case plan services are accessible to families throughout the County. This action step will include identifying agency and organization stakeholders and reaching out to them to determine interest in bolstering outreach and prevention activities and services; as of the writing of this narrative, stakeholders have yet to be identified; however, the County plans to reach out to medical services agencies to ensure access to case plan services (specimen collection for drug screening/testing, mental health, or other health care services; medical/behavioral health services for children and youth to prevent recurrence of maltreatment/neglect.), and possibly to faith-based organizations and fraternal/philanthropic community-based organizations (rapport and trust building),⁷³ part of Trinity County's goals will be to identify stakeholders. When stakeholders are identified and interest is garnered, the County will establish formal and informal plans for utilizing agencies and organizations to support the County's efforts. These plans (contracts, memoranda of understanding) will allow the County to track community and organization engagement in outreach and prevention activities.

An additional action step for this strategy will be for Child Welfare and Probation to continue formalizing the Differential Response and family support program.⁷⁴ In 2017, Child Welfare created a social services aide position dedicated to provide Differential Response and family support

⁷⁰ Strategy 3: Action Step A (see page 9 of 2018 SIP Chart)

⁷¹ Additional MOUs, especially with schools in outlying areas, will help CWS and Probation reach up to an addition 400 students in the County. Per TCOE website, Trinity County has about 1400 students in total: <https://www.tcoek12.org/> Per Mountain Valley Unified School District's public records, Hayfork schools had 247 students enrolled in 2017-2018. Hayfork Elementary School 2017-18 School Accountability Report Card:

https://drive.google.com/file/d/1mboTmaOHWIBYciYZpTgH9KsT_uhSaMKG/view;

Hayfork High School 2017-18 School Accountability Report Card: <https://drive.google.com/file/d/1dEvTKe-7TKdHoR3vthQy7RjluaelLPs22/view>

Per Trinity Alps Unified School District's public records, 757 students were enrolled in 2017-2018.

Trinity Alps Unified 2017-18 School Accountability Report Cards: <https://www.tausd.org/About-Us/SARC/index.html>

Thus, about 400 students remain in outlying/geographically isolated communities.

⁷² School personnel receive mandated reporter training through their organizations; however, Child Welfare endeavors to train school personnel on effective interfacing with child welfare, including acquisition of useful information to support investigations of alleged abuse or neglect, as well as best practices for reporting the information (phone call, follow up fax, etc.). This will ensure that mandated reporters are aware of their role in the reporting process, including the time required to obtain relevant information, etc.

⁷³ Refer to pages 15-155 of the CSA for a list of community based organizations

⁷⁴ Strategy 3: Action Step B (see page 9 of 2018 SIP Chart)

services (those services had been contracted and provided by AmeriCorps members; see pages 132 and 156 of the CSA for more information). Since the creation of the dedicated Differential Response social services aide position, Child Welfare has developed a written policy and procedure to guide Differential Response and family support work. This action step will include refining the existing policy and procedure, ensuring that lists of county-wide resources are current to make sure that accurate information is provided to families, and joining the social services aide with social workers and Deputy Probation Officers in geographically isolated communities to help build community based social trust with Child Welfare and Probation. The Differential Response Social Services Aide may also attend school attendance review board (SARB) meetings. Child Welfare and Probation will collaborate to ensure that the Differential Response Social Worker and Deputy Probation Officers work together regularly (monthly or as-needed meetings) to review any cases referred to Differential Response by Probation. The Differential Response Social Services Aide tracks data for each Differential Response referral received and for each family served, this data will help the County evaluate outreach provided by the Differential Response program.

The final action step⁷⁵ will be to track number of established contracts and memoranda of understanding, using contract invoices to determine the number of community members served by these contracts and to use case notes, service reports, rosters, sign in sheets, and counter clickers at outreach events to measure agency and community participation during outreach activities. CWS will create internal tracking mechanisms (spreadsheets, files) to maintain “at-a-glance” data, which will be reported in SIP Progress Reports.

The systemic factor which will be affected by this strategy is agency collaboration. As discussed in the action steps above, Child Welfare and Probation will rely on working with local organizations and agencies to ensure this strategy is achieved; as of the writing of this narrative, stakeholders have yet to be identified; however, the County plans to reach out to medical services agencies, and possibly to faith-based organizations and fraternal/philanthropic community-based organizations,⁷⁶ part of Trinity County’s goals will be to identify stakeholders. CWS and Probation anticipate that, with formalization and/or regular engagement, partnerships with local organizations will strengthen and that foundations for continued collaboration will be established. This strategy does not aim to increase the number of services available to families in geographically isolated communities, but it does endeavor to connect more families, who live in isolated communities, with services. Increasing service access will be a critical component in the implementation of this strategy.

This strategy will not require any formal training or technical assistance. On-the-job coaching will

⁷⁵ Strategy 3: Action Step B (see page 10 of 2018 SIP Chart)

⁷⁶ Refer to pages 15-155 of the CSA for a list of community based organizations

occur, especially for newer staff members as they are introduced to field work and providing service access to families in geographically isolated communities by experienced staff members. Trinity County staff intend to provide training to agency partners (mandated reporter trainings, familiarizing agencies with Child Welfare and Probation goals, etc.), and those agency trainings will likely coincide with establishment of memoranda of understanding or other formal agreements.

As discussed above, Trinity County will maintain and bolster partnerships with local education agencies to increase Child Welfare and Probation presence in geographically isolated communities. Trinity County also contracts with The Human Response Network (HRN) to provide in-home parenting education and family support services throughout the County,⁷⁷ including in isolated communities. The HRN in-home parenting education is fully funded with Child Abuse Prevention, Intervention, and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) funds. It is very unlikely that Child Welfare and Probation would accompany HRN to provide these services, but continued collaboration with HRN will help ensure that families receive in-home services and that Child Welfare and Probation can help connecting families to additional services whenever necessary. As described in the action steps, above, Trinity County endeavors partnering with other established organizations and agencies in geographically isolated communities as well (medical/behavioral health offices, philanthropic volunteer organizations, religious institutions, etc.)

Prevention (CAPIT, CBCAP, or PSSF) funds will likely be used to support this strategy. Human Response Network's in-home parenting education and support services program currently utilizes prevention funding (CAPIT and CBCAP) and will be described in an attached *CAPIT/CBCAP/PSSF Program and Evaluation Description* form. Additional programs may receive prevention funding during the 2018-2023 SIP cycle, and will be determined.

STRATEGY 4 – IMPLEMENT CONTINUOUS QUALITY IMPROVEMENT PROCESSES AND PRACTICES

In the County Self-Assessment, Trinity County provided an in-depth analysis of current practices relating to the systemic factor of Quality Assurance (pages 183-204). In that section of the CSA, Trinity County discussed the intrinsic quality assurance processes which come with a small County. Child Welfare and Probation have small staff numbers and caseloads are familiar to all social workers in Child Welfare and deputy probation officers in Probation. This familiarity allows for group feedback and case management to occur organically, providing a richness in quality assurance which might be lacking in counties where staff are physically and experientially separated. However, small staff sizes may also allow for challenges in meeting all details of case management requirements, so Trinity County has embraced the idea of robust Continuous Quality Improvement (CQI) in its processes and practices.

⁷⁷ Contract between County of Trinity and Human Response Network; #13-130

Child Welfare implemented the use of an internally developed Desk Review tool to provide a thorough evaluation of a case, ensuring that case management services, activities, processes, and paperwork are completed accurately, timely, and inclusively of all relevant parties to a case (see page 185 of the CSA for more information about the Desk Review tool). The Desk Review tool helps the Program Manager, Supervisors, and social workers locate and correct errors in a case. The Desk Review tool also allows the analyst to track trends in case errors, which can inform future practices. CWS will continue to use the Desk Review tool, as well as other data management and tracking mechanisms described in the CSA (page 184) to ensure internal quality assurance practices occur, but the County acknowledges that additional efforts are necessary to establish a strong CQI process.

Trinity County anticipates that implementing more CQI and Quality Assurance (QA) practices and processes will help Child Welfare and Probation improve in all Outcome Measures, as CQI practices will have a cascading positive impact on case outcomes. Trinity County readily accepts that CQI processes allow for in-depth review and analysis of current practices and provide critical insights regarding systemic needs, strengths, and progress. An example of current QA practices includes an internal tracking mechanism developed during the creation of the County Self-Assessment: anecdotally, Child Welfare recognized that many allegations of general neglect included concerns about substance use and abuse; however, data reports about general neglect allegations in Trinity County were unable to stratify contributing factors like substance use, so CWS added columns to an existing Microsoft Excel spreadsheet to track allegations associated with substance use. Child Welfare recognized that an internal tracking mechanism was necessary to better distinguish reasons for allegations of general neglect, so that the data could be used to investigate hypotheses born of anecdotal evidence. Tracking the details of reports of abuse or neglect can help Child Welfare follow the “Plan-Do-Study-Act” process of CQI,⁷⁸ which will inform the way social workers approach the development of safety plans and case plans for best-practice case management and successful client engagement. Successful client engagement in safety plans and case plans should help to ensure lasting changes are made and that recurrence of maltreatment is decreased. Child Welfare and Probation anticipate that formalized methods providing for internal and external quality assurance will ensure that social workers, deputy probation officers, support staff, and management learn about trends and case-specific situations which affect reunification and other permanency options; action steps for implementing CQI are described below. As case management or paperwork gaps are identified for cases, staff will have opportunities to remove barriers for thorough case management work following best practices. The County anticipates that higher levels of accountability, but in a safe non-punitive environment, will increase outcome measure performance and cases successes. Continuous Quality Improvement efforts will also increase

⁷⁸ <https://fcda.chapinhall.org/process-quality-and-capacity-investments/basic-cqi-cycle/>

performance in Measure 2F: Monthly Visits (Out of Home). Thorough reviews of cases and monthly data will help staff recognize trends in their current practices and encourage them to make practical changes to their data entry routines. As discussed earlier in this narrative, social workers and deputy probation officers comply with monthly face-to-face contact mandates, but timely data entry has been a barrier for quite some time. CQI practices will also ensure that data entry in CWS/CMS is accurate, because entry is subject to human error, so better oversight of data entry will also increase the 2F Measure. This strategy is complementary to the California Program Improvement Plan⁷⁹ Goal 7: “Strengthen the statewide quality assurance system.”

Staff utilize the contract Trinity County holds with Seneca Family of Agencies⁸⁰ to provide comprehensive database searches for additional relatives associated with the family. The Seneca searches provide social workers and deputy probation officers with a list of potential relatives and associated persons, including most recent and historical addresses, multiple phone numbers, and the “degree” to which the relative could be related to the client. Searches are submitted electronically through a confidential web-form and results are provided in Microsoft Word and Excel files. Social workers send out letters to potential relatives identified by the Seneca Contract services to increase the likelihood of establishing relative connections for the children and youth in care. The contract with Seneca for family finding services began in March 2018 and at the end of December 2018 the search service had been utilized six times. The Seneca searches and family engagement and did not result in additional relative placements; however, the County plans to continue to use the contract to determine if the service will become successful in helping to facilitate lifelong connections between children and relatives.

Action steps to achieve this strategy will include a number of new Continuous Quality Improvement and Quality Assurance efforts. The first action step⁸¹ will be for the County to review, analyze, and refine existing internal CQI methods, including adding new tools and methods to track data and increase outcome measure and systemic factor performance, as well as case management successes. This includes updating the Desk Review tool as needed, reviewing existing internal tracking mechanisms (see list of these tracking mechanisms on pages 186-187 of the CSA), updating and creating new policies and procedures to guide social work practice, and formalizing data tracking with partner agencies (especially those that receive financial support from CAPIT, CBCAP, or PSSF funds). These efforts will be reported in subsequent SIP Progress Reports.

Another action step⁸² will be to analyze current use of the Trinity County contract with the Seneca

⁷⁹ California Child and Family Services Review Program Improvement Plan 2018, page 15
http://www.cdss.ca.gov/Portals/9/ACIN/2019/I-04_19.pdf?ver=2019-03-11-155216-127

⁸⁰ Contract between Trinity County and Seneca Family of Agencies, number 18-043

⁸¹ Strategy 4: Action Step A (see page 11 of 2018 SIP Chart)

⁸² Strategy 4: Action Step B (see page 11 of 2018 SIP Chart)

Family of Agencies⁸³ for family finding searches and determine the need for potential revisions of the contract. Staff utilize the contract with Seneca to provide comprehensive database searches to identify additional relatives associated with a family. The Seneca searches provide social workers and deputy probation officers with a list of potential relatives and associated persons, including most recent and historical addresses, multiple phone numbers, and the “degree” to which the individual may be related to the client. Searches are submitted electronically through a confidential web-form and results are provided in electronic Microsoft Word and Excel files. Social workers send out letters to potential relatives identified by the Seneca Contract services to increase the likelihood of establishing relative connections for the children and youth in care. The contract with Seneca for family finding services began in March 2018 and at the end of December 2018 the search service had been utilized six times. In 2018, the Seneca searches and family engagement and did not result in additional relative placements; however, the County plans to continue to use the contract to determine if the service will become successful in helping to facilitate lifelong connections between children and relatives. This action step will ensure that each Seneca search is tracked and includes key information such as successful engagement of persons identified in the search with the child or family in question. Tracking Seneca searches and associated family engagement will help the County identify effectiveness of the contract with Seneca. Tracked data will also reflect whether Seneca searches result in additional relative placements. This action step will impact Strategy 1 (family finding and life-long connections) and Strategy 2 (RFA recruitment [relatives], retention, and support).

An additional action step⁸⁴ will be to maintain engagement with vital stakeholders throughout the CQI process, including continuing to bolster relationships with the local courts and attorneys as part of the Blue Ribbon Commission. Child Welfare and Probation participate in quarterly Blue Ribbon Commission meetings to inform the judges, court personnel, and attorneys about new training requirements, new legislation or regulations which could affect hearings or court report composition, and to provide general updates about each agency (see page 119 of the CSA for more about the Blue Ribbon Commission). This action step is complementary to strategies discussed in the California Program Improvement Plan which describe increased court engagement and providing thorough training for courts about juvenile matters.

Another action step⁸⁵ for this strategy is for Child Welfare and Probation management to educate supervisors, line workers, and support staff about CQI. The Plan-Do-Study-Act process is often discussed broadly at a systemic level and often only with managers and analysts, but this process can be used in the context of a Child and Family Team for individual case interventions. In the past,

⁸³ Contract between Trinity County and Seneca Family of Agencies, number 18-043

⁸⁴ Strategy 4: Action Step C (see page 11 of 2018 SIP Chart)

⁸⁵ Strategy 4: Action Step D (see page 12 of 2018 SIP Chart)

it seems that line workers have been engrossed in daily case management practices, so systemic issues and programmatic changes have been considered low priority and deferred to managers to implement. Trinity County anticipates that if social workers and deputy probation officers understand the Plan-Do-Study-Act process (as presented by managers after attendance at conferences and trainings) and if line workers can apply the Plan-Do-Study-Act practically in their case work, then they are likely to be more engaged and interested in active participation with System Improvement and CQI goals. Part of this action step will be to review System Improvement Plan strategies and action steps with line staff on a regular basis to promote ownership and buy-in of the process. Child Welfare anticipates reviewing SIP progress monthly at staff meetings. Engagement of staff in monthly SIP discussions will be recorded in staff meeting minutes and engagement SIP activities will be reported in annual progress reports.⁸⁶

The systemic factor affected by this strategy is Quality Assurance. Trinity County expects that the action steps outlined above will help increase performance in outcome measures, as well.

The Northern California Regional Training Academy, facilitated by the University of California, Davis's Continuing and Professional Education in Human Services, continues to increase its offerings of CQI trainings and conference events. Child Welfare will continue to send staff to trainings and conferences whenever possible. Technical assistance will continue from CDSS for the quarterly federal case review process, as well as from County Consultants for the System Improvement process and the Office of Child Abuse Prevention.

Continuous Quality Improvement and Quality Assurance processes will be the primary responsibility of the County. However, as described above, Child Welfare and Probation will rely on partnerships with the local courts and CDSS to ensure that the CQI processes succeed.

Child Welfare does not anticipate using any prevention (CAPIT, CBCAP, or PSSF) monies to directly support this strategy, as other Child Welfare allocations include provisions for Continuous Quality Improvement efforts. Ancillary services and concrete supports (such as parenting education, behavioral health services, et cetera) may use CAPIT and/or PSSF funding; however, prevention funds will only be used when clients are eligible. Service programs currently utilizing prevention funding will be described in the attached *CAPIT/CBCAP/PSSF Program and Evaluation Description* forms. Additional programs may receive prevention funding during the 2018-2023 SIP cycle, and will be determined.

PRIORITIZATION OF DIRECT SERVICE NEEDS

⁸⁶ Strategy 4: Action Step E (see page 12 of 2018 SIP Chart)

Child Welfare and Probation endeavor to prioritize supporting evidence-based or evidence-informed local service offerings whenever possible. As discussed throughout this narrative, the small population size, geographic span, and limited resources in Trinity County are barriers for provision of varied and robust services, so the County has developed a system to best support prevention efforts using prevention funds.

Trinity County Health and Human Services (HHS) is designated by the Trinity County Board of Supervisors to act as the fiscal agent to administer all prevention funding including allocations of Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF). The Child Welfare analyst is assigned as liaison for all three programs, collecting and reporting data and providing quality assurance for the administration of the funds. Trinity County HHS oversees administration of the funds, and acts as the fiscal agent for all prevention funds. The agency Director, Deputy Director, CWS Program Manager and Supervisors collaborate to administer the use of CAPIT and PSSF funds. The local Child Abuse Prevention Council/Family Violence Prevention Council (CAPC/FVPC) determines use of CBCAP funds and County Children’s Trust Fund (CCTF).

The Trinity County Board of Supervisors (BOS) approved the resolution to create the Child Abuse Prevention Council (CAPC) in 2001.⁸⁷ The BOS approved a resolution to create the Family Violence Prevention Council (FVPC) in 1995.⁸⁸ The CAPC and FVPC were formally joined in 2005.⁸⁹

The Child Abuse Prevention Council/Family Violence Prevention Council (CAPC/FVPC) is an independent organization within County government and has defined its own scope of work, bylaws, strategic work plan, and infrastructure. The committee consists of members designated by the State,⁹⁰ and a Trinity County Board of Supervisors member is also assigned to participate in the CAPC/FVPC. The Council meets quarterly and is consistently attended by key players involved in prevention and early intervention efforts. The CAPC/FVPC coordinates public awareness campaigns, outreach/education, community events, and funds local minigrants and prevention services. All staff time is donated as an in-kind match to this organization so that all prevention funds available can be maximized to offer direct services and programs. The CAPC/FVPC also oversees the award of Community Based Child Abuse Prevention (CBCAP) funds through minigrants to local agencies and organizations which provide evidence-based and evidence-informed prevention services to the non-Child Welfare involved families in the community. The Child Abuse

⁸⁷ Resolution 2001-111, 12/18/2001

⁸⁸ Resolution 65-95

⁸⁹ Resolution not found; however, this information is included in the CAPC/FVPC meeting minutes archived in Child Welfare.

⁹⁰ Child Abuse Prevention Councils (CAPCs) fact sheet (CDSS-OCAP, August 2014); <http://www.childsworld.ca.gov/res/pdf/CAPCfactSheet.pdf>

Prevention Council serves as the administrator of the County Children’s Trust Fund.

The Trinity County Board of Supervisors approved the resolution establishing the Children’s Trust Fund and designating the Child Abuse Prevention Council to administer the Children’s Trust Fund in 2002.⁹¹ In accordance with State requirements,⁹² funds from birth certificates, restitution fines for child abuse/molestation crimes, special license plate fees, and CBCAP funds are all deposited into the County Children’s Fund/CCTF. Trinity County Health and Human Services acts as the fiscal agent for the Children’s Trust Fund; the Child Welfare analyst provides fiscal reports to the CAPC/FVPC at quarterly meetings. The Child Abuse Prevention Council/Family Violence Prevention Council discusses use of these funds and votes on how they are used. The Child Welfare analyst collects information about use of these funds.

The Promoting Safe and Stable Families (PSSF) Program is administered jointly by the Health and Human Services (HHS) Director, HHS Deputy Director, Child Welfare Program Manager, and Social Worker Supervisors. The program considers needs identified in the County Self-Assessment, goals identified in the System Improvement Plan, annual stakeholder feedback, and client needs to determine the use of funds, while meeting program requirements set forth by the State.⁹³

As described in the paragraphs above, Health and Human Services releases prevention funds, and Child Welfare is the lead agency to facilitate contracts and memoranda of understanding with local agencies and community organizations for prevention activities. Trinity County maintains a contract with Human Response Network (HRN) for in-home parenting education and services,⁹⁴ which is funded with CAPIT funds. The in-home parenting education services provided by HRN includes use of evidence-informed Nurturing Parenting® curriculum and evidence-informed Love and Logic® curriculum. Offering services in the home allows families to feel more at ease in their own environment, which creates trust between the family and the home visitor. In-home services also removes transportation barriers a family may face in accessing parenting education opportunities. HRN is able to observe family interactions in the home and provide positive role modeling. Many families with whom HRN works in this capacity are low income and have been referred by the Trinity County CalWORKS office, Probation, or by Child Welfare, but some community families self-refer to the service. Through this contract, HRN also provides guidance for healthy meal planning, hygiene practices, budgeting, and information about healthy relationships and family interactions to discourage domestic violence patterns. In 2017-2018, HRN provided in-home services to 30 families located in Weaverville, Douglas City, Lewiston, and Hayfork, although

⁹¹ Resolution 2002-036, 05/07/2002

⁹² County Children’s Trust Fund Fact Sheet (CDSS-OCAP, July 2014);
http://www.cdss.ca.gov/ocap/res/pdf/CCTF_FactSheet.pdf

⁹³ Promoting Safe and Stable Families (PSSF) fact sheet (CDSS-OCAP, October 2014);
http://www.cdss.ca.gov/ocap/res/pdf/PSSF_FactSheet.pdf

⁹⁴ Contract between County of Trinity and Human Response Network; #13-130

services were available to any family in Trinity County, including families in isolated areas.⁹⁵ This program targets all families at risk of formal CWS intervention, as well as families already engaged in Child Welfare services. The population at greatest risk of maltreatment, children 6 to 10 years old, is included as the audience of this program, but the program does not specifically target this demographic.

Each fiscal year, dependent on the availability of Trinity County's CBCAP allocation, the Child Abuse Prevention Council provides competitive mini-grant opportunities to community organizations funded by the CBCAP allocation. The Child Abuse Prevention Council provides competitive mini-grant opportunities to community organizations funded by the CBCAP allocation. Applicants provide descriptions of their programs, funds request and budget, desired outcomes, and evidence-based rating of their program. The Child Abuse Prevention Council reviews applications, including a determination of whether a program is evidence-based or evidence-informed and votes on programs to support. If an organization or agency has a voting member in attendance at the meeting at which the decision is made, the representative will recuse his or herself during the voting process. In 2017-2018, CBCAP mini-grants were distributed to the Trinity County Office of Education (TCOE), the Watershed Research and Training Center (WRTC), Trinity County Behavioral Health Services (BHS), and Human Response Network (HRN).⁹⁶

The 2017-2018 mini-grant awarded to the Trinity County Office of Education (TCOE)⁹⁷ supported collaboration with Trinity County Probation to provide evidence-informed Love and Logic® curriculum⁹⁸ to families in Trinity County. TCOE facilitates the Adult Learning Center, which serves adults with children 0-18. The Adult Learning Center is structured to fill identified gaps in adult learning needs and serves as the liaison for adult learning with County High School Districts and Juvenile Hall. The program is designed to help adults in earning their high school degrees and also to provide parenting classes to parents who have children in school, Pre-Kindergarten through 12th grade. The Adult Learning Center aims to address problems with the cross articulation of services in the area of available parenting classes. The Adult Learning Center and the collaboration with Probation also addresses a need to further develop parent leadership and strengthen partnerships with parents of children in Trinity County. The Trinity County Office of Education and the Trinity County Probation Department partnership to deliver parenting classes using the Love and Logic® model was available to community members, but parents of children attending the Juvenile Court School weekend program were especially encouraged to attend. The Love and Logic® curriculum was used to support parents of youth who are currently on probation, and to support parents of youth at high risk of probation involvement. The classes helped teach parents best practices in

⁹⁵ As reported in Service Data Report provided by A. Morton on 09/26/2018

⁹⁶ MOU #18-017A, 18-017B, 18-017C, 18-017D

⁹⁷ MOU #18-017D

⁹⁸ <https://www.loveandlogic.com/>

developing their children, combating child abuse, substance abuse, domestic violence, and other abusive actions which significantly hinder a child's opportunity to grow. During the 2017-2018 mini-grant year, TCOE served 4 families with the Love and Logic® curriculum, the program was free to participants, and there were no waitlisted families. The Love and Logic® curriculum can be individualized for parents of children exhibiting certain behaviors, of various ages, and with special needs. The classes were conducted in Weaverville, but instructors are available to provide the curriculum to other parts of the county, including isolated areas, depending on family needs. The TCOE Love and Logic® program targets all families at risk of formal CWS or Probation intervention, as well as families already engaged in Child Welfare and Probation services. The CSA identified population at greatest risk of maltreatment, children 6 to 10 years old, is included as the audience of this program, but the program does not specifically target this demographic.

In 2017-2018, The Watershed Research and Training Center (TWRTC) received a CBCAP mini-grant to support the Indian Valley Summer Camp⁹⁹ program and provision of Incredible Years curriculum presentations. The Indian Valley Summer Camp (IVSC) is located in the community of Hayfork and served 53 youth from a variety of socio-economic backgrounds, ages 7-15. The camp was free to participants and there was not a waitlist for this program. Campers spent two weeks participating in fun and educational activities within Trinity County National Forest Lands. The camp provided a safe, nurturing environment for participants to learn about their environment; explore local careers; build confidence and self-esteem; form bonds with peers, TWRTC/IVSC staff, and community members; and simply experience the recreational, educational, and cultural richness of Trinity County. The IVSC activities focused on the study of local wetlands, Native American culture, wildlife, forestry, community service, arts and culture, and local town history. Camp activities also incorporated team building activities, outdoor recreation, leadership/skill-building, and community service projects. Parents of children and youth also received presentations about evidence-based Incredible Years® curriculum¹⁰⁰, discussing parenting tools and techniques and providing information on parenting resources in Trinity County. This program targets children between the ages of 7 to 15 years old, so a majority of the population at greatest risk of maltreatment (children 6 to 10 years old), is included as the audience of this program. The family engagement presentations involve the parents of this demographic, and this program includes children and families at risk of Child Welfare or Probation intervention, as well as families not at current risk.

Trinity County Behavioral Health Services¹⁰¹ also received CBCAP funds in 2017-2018. The mini-grant was awarded to provide the opportunity for members of the Trinity County Children's System of Care (CSOC) team to receive training and network with other county personnel and subject matter experts about successful evidence-based prevention and intervention programs and

⁹⁹ MOU# 18-017B

¹⁰⁰ <http://www.incredibleyears.com/>

¹⁰¹ MOU #18-017C

practices throughout the State of California. Trinity County's CSOC is a multi-agency collaboration between Behavioral Health Services (including Alcohol and Other Drugs Services), Health & Human Services, Probation, the Office of Education, and the Human Response Network. The CSOC is designed to offer services both collaboratively and effectively among the partner agencies, and to assist agencies to provide services in the least restrictive environment possible. The CSOC was formally established in FY 2016-2017. Members of the CSOC collaboration are eager to provide to clients or potential clients any community supports and connections to services that are available. However, Trinity County has few staff members available to implement new initiatives, thus CSOC members must take advantage of "tried and true" programs and services. In order to share information and increase awareness of evidence-based and evidence informed-practices used throughout California, CSOC members attended the 2018 conference for the California Mental Health Advocates for Children and Youth (CMHACY). Attendees of the conference had the opportunity to participate in an array of breakout sessions and workshops, which included the following topics: setting up and sustaining birth-to-five programs, addressing barriers for families to access mental health services, combatting human trafficking and commercial sexual exploitation of children and youth, supporting transition-aged foster youth, examining schools' practices for supporting students and families struggling with a variety of challenges (mental health, drug abuse, attendance, et cetera), focusing on teaming and strengths/needs models for family supportive services, recognizing of the signs and patterns of fetal alcohol spectrum disorders, evaluating inequities in the juvenile justice system, effective child and family teaming, parent engagement, youth solidarity, transition aged peer support, access and barriers to mental health services for college students, school facilitated wraparound programs, using a trauma-informed lens when dealing with children and youth, meeting needs of homeless youth, suicide prevention, combatting substance use in youth, agency collaboration and coordination for effective safety and preventative protocols, using a cultural lens with child welfare population to evaluate the intersection of culture and privilege, a retrospective of Katie A. (Pathways to Wellbeing) implementation, and interventions to help children with early developmental risks of prenatal substance exposure, neglect and trauma. The Trinity County CSOC attendees of the CMHACY conference were representatives from Child Welfare, Behavioral Health Services, Alcohol and Other Drugs, Probation, and Human Response Network. These individuals have influence over practices, programs, and services provided by their agencies throughout Trinity County, so the knowledge they received at the CMHACY has the potential to impact all school districts in Trinity County, all recipients of mental health services, all recipients of alcohol and other drug services, all recipients of Child Welfare services, all recipients of Probation services, and all recipients of the vast array of services provided by Human Response Network. The capacity to implement programs likely would originate in the County seat of Weaverville, but the programs would be available to residents throughout Trinity County, including isolated areas. This program targets all families at risk of formal CWS intervention, as well as families already engaged in Child Welfare services. The population at greatest risk of maltreatment, children 6 to 10 years old, is included as the audience

of this program, but the program does not specifically target this demographic.

During fiscal year 2017-2018, HRN applied for and received funds from the Trinity County Child Abuse Prevention council in the form of a Community Based Child Abuse Prevention (CBCAP) mini-grant¹⁰² to train staff to provide in-home services, including parenting education and support, using the evidence-based Nurturing Parenting® curriculum.¹⁰³ These staff members were trained to provide the in-home parenting education and services which are a part of the contract funded by CAPIT funds, described on page 37. This program targets all families at risk of formal CWS intervention, as well as families already engaged in Child Welfare services. The population at greatest risk of maltreatment, children 6 to 10 years old, is included as the audience of this program, but the program does not specifically target this demographic.

Trinity County anticipates using prevention funding to continue to support the programs listed above, or similar programs throughout the 2018-2023 System Improvement Plan cycle. As described in this section, the Community Based Child Abuse Prevention (CBCAP) allocation is used to support successful applicants of a competitive mini-grant process, so new programs may be supported in the coming years. Child Welfare anticipates continued use of Child Abuse Prevention, Intervention, and Treatment (CAPIT) funding for the Human Response Network's in-home parenting education and support services contract. Child Welfare will also use CAPIT funding to support other intervention programs, such as domestic violence and anger management counseling. The County continues to prioritize programs which are evidence-based or evidence-informed whenever possible; however, due to the limited number of local services and resources, sometimes prevention funding is utilized to support promising practices or programs which are likely to enhance positive family interactions (for example, the Watershed Research and Training Center's Indian Valley Summer Camp, described on page 39.)

¹⁰² MOU #18-017A

¹⁰³ <https://www.nurturingparenting.com/>

Child Welfare/Probation Placement Initiatives

Trinity County participates in the following State and Federally mandated Child Welfare and Probation initiatives.¹⁰⁴

FOSTERING CONNECTIONS AFTER 18 INITIATIVE/EXTENDED FOSTER CARE/AB12¹⁰⁵

Since the rollout of AB 12, or the Fostering Connections After 18 Initiative, in 2012, Trinity County Child Welfare Services, which is also the direct Independent Living Program (ILP) Provider, has developed protocols and policies for its youth who were formerly aging out of Child Welfare Services at eighteen years of age. The County offers Extended Foster Care (EFC) to youth, but youth always have the option to emancipate from foster care at eighteen and subsequently opt to re-enter into Extended Foster Care before the age of twenty-one. To help prepare youth for the transition to EFC, meetings are scheduled at the six-month and 90-day marks prior to a youth turning eighteen to inform and prepare them about staying in care and how they can continue to succeed while meeting program requirements. Trinity County is one of the few counties that provides pay incentives to youth for grades, graduation, and college attendance, among other activities, in order to promote success and pro-social lifestyles among ILP youth.

SUPERVISED INDEPENDENT LIVING PLACEMENTS AND TRANSITIONAL HOUSING PROGRAMS

Transition aged youth are sometimes placed in approved Supervised Independent Living Placements (SILPs), Transitional Housing Placement Program for Minor Foster Children (THPP-M, previously called THPP) for foster and Probation youth 16-18 years old, Transitional Housing Placement Program for Nonminor Dependents (THPP-NMD, previously called THP+FC) for 18-21 years old who have opted into Extended Foster Care, and Transitional Housing Program-Plus (THP-Plus) for youth who have exited foster care and are between 18 to 24 years old (for a cumulative of 24 months). Nonminor dependents also have the option of continuing to live in a foster home, although many Trinity County youth prefer to transition to more independent placements.

Transitional Housing Programs are designed to provide a higher level of case management activities and supportive services than SILPs.¹⁰⁶ As mentioned above, THPP-M placements are designed for youth 16-18 years old,¹⁰⁷ THPP-NMD are for nonminor dependent youth (18-21),¹⁰⁸ and THP-Plus

¹⁰⁴ Many of the following paragraphs are largely copied directly, edited, or paraphrased from the CSA.

¹⁰⁵ AB 12 Extended Foster Care Program and Benefits; <http://www.cdss.ca.gov/inforesources/Foster-Care/Extended-Foster-Care-AB-12>

¹⁰⁶ <http://www.cdss.ca.gov/inforesources/Foster-Care/Transitional-Housing-Programs>

¹⁰⁷ http://www.childsworld.ca.gov/res/pdf/THPP_FactSheet.pdf

¹⁰⁸ http://www.childsworld.ca.gov/res/pdf/THP_FC_FactSheet.pdf

placements are for youth who have existed from care (18-24 years old).¹⁰⁹ Trinity County does not have any programs within the geographic boundaries of the County that provide THPP-M services or THPP-NMD services, however, Trinity County youth have been placed out-of-county in THPP-M and THPP-NMD placements. Most often, Trinity County youth have been placed in THPP-M and THPP-NMD programs through Northern California Youth and Family Programs¹¹⁰ in Shasta County. Eligibility requirements for THPP-M and THPP-NMD programs are outlined by the California Department of Social Services, and fact sheets with program descriptions are available on the CDSS website.¹¹¹ THPP-M and THPP-NMD programs are funded based on the youth's eligibility for foster care payments.

Trinity County contracts with Human Response Network (HRN) to provide the THP-Plus program and services to youth who have exited care and are 18-24 years old.¹¹² HRN provides case management services to youth living in and out of Trinity County. The contract with HRN expires on June 30, 2019, and at that time Trinity County plans to contract with Northern California Youth and Family Programs to continue providing THP-Plus services. The THP-Plus program allows the youth to live independently, but provides the youth with supportive services and case management activities. The THP-Plus program is designed to support youth's transition to fully autonomous living. The THP-Plus program can be offered throughout Trinity County, including in isolated areas. THP-Plus placements are paid based on a rate agreed upon between Trinity County and Human Response Network. THP-Plus funding was realigned in 2011, and payments are made from the 2011 Realignment allocation for THP-Plus in Trinity County.¹¹³

CHILD AND FAMILY TEAMS (CFT)¹¹⁴

Per the Continuum of Care Reform (AB 403), Child Welfare and Probation have experienced successful implementation of formal Child and Family Team Meetings (CFTM). Prior to CCR implementation, CWS adopted the CFTM practice model and strove to utilize this model at various times during a case. Integration of mandated use of CFT meetings was a smooth transition for Trinity County Child Welfare. CWS formalized the CFTM practice and finalized a policy and procedure in January of 2017. Multiple social workers, supervisors, and the Program Manager are trained to facilitate CFT Meetings. Two Probation Officers also received formal training in CFTM facilitation prior to CCR implementation. The team meeting model aims to enhance child, family, and agency collaboration and consistency by addressing safety and permanency outcomes while supporting families in the least adversarial manner possible. Child Welfare and Probation utilize the Child and Family Team Meeting (CFTM) model to engage youth who are at imminent risk of

¹⁰⁹ <http://www.childsworld.ca.gov/res/pdf/THPPPlusFactSheet.pdf>

¹¹⁰ <http://www.ncyfp.org/transitionalhousing.php>

¹¹¹ <http://www.cdss.ca.gov/inforesources/Foster-Care/Transitional-Housing-Programs>

¹¹² TC CWS and HRN contract #15-140

¹¹³ http://www.cdss.ca.gov/lettersnotices/entres/getinfo/cfl/2011-12/11-12_18.pdf

¹¹⁴ ACL 16-84

removal. In many Child Welfare and Probation investigations, pre-removal CFT Meetings have helped CFTM participants formalize safety plans and support networks to mitigate removal risk. Child Welfare has embraced the CFTM timelines and model: including the child/youth, family members, natural supports, and professionals as members of the team; convening the meetings within 60 days of coming into foster care; ensuring meetings are occurring every 90 days for a child or youth receiving Intensive Care Coordination, Intensive Home Based Services, and/or Therapeutic Foster Care services; and ensuring the frequency of child and family team meetings is sufficient to inform the individual case plan, services and placement needs of the child or youth. Documentation into CWS/CMS of CFT Meetings occurs per CDSS requirements.¹¹⁵ The Probation Department plans to refine and formalize the CFTM process as necessary. Probation has facilitated preventative CFTMs, but no Probation youth have been in out-of-home placement to require regular CFTMs.

CHILDREN’S SYSTEM OF CARE

Trinity County’s Children’s System of Care (CSOC) is a multi-agency collaboration between Behavioral Health Services, Health & Human Services, Probation, the Office of Education, and the Human Response Network. The CSOC is designed to offer services both collaboratively and effectively among the partner agencies, and to assist agencies to provide services in the least restrictive environment possible. Parent Partners are available to engage and involve parents/caregivers before their child/youth is referred for such cases. Parent Partners are also available to act as liaisons between the parents/caregivers and the agencies offering services.

PATHWAYS TO WELL-BEING/KATIE A. VS BONTA SETTLEMENT¹¹⁶

Trinity County Behavioral Health Services, Child Welfare, and Probation have collaborated to continue Pathways to Well-Being Services coordination under the Katie A. settlement initiative as a part of the Children’s System of Care. This coordination ensures all youth in care receive timely access to behavioral and mental health services. Monthly meetings are held between agencies to review open referrals, expedite new referrals, remove barriers to accessing services, and coordinate care for children placed in and outside of Trinity County. Social workers and service providers meet monthly with families and collaterals of children and youth who qualify for Pathways to Well-Being/Katie A. services to ensure services are provided and continued as necessary.

¹¹⁵ ACL 17-104

¹¹⁶ Pathways to Well-Being; <http://www.cdss.ca.gov/inforesources/Foster-Care/Pathways-to-Well-Being>

CHILD AND ADOLESCENT NEEDS AND STRENGTHS ASSESSMENT (CANS)¹¹⁷

All Child Welfare social workers are trained in the administration of the Child and Adolescent Needs and Strengths Assessment (CANS). CWS social workers attended trainings facilitated by UC Davis, CDSS and the Praed Foundation, and have completed the online certification process. Child Welfare, Probation, and Behavioral Health Services continue to coordinate to ensure that all children and youth in out of home care will receive the CANS assessment. All administering parties ensure that only one CANS assessment is completed; CANS is completed in conjunction with a Child and Family Team.

PRESUMPTIVE TRANSFER OF MENTAL HEALTH SERVICES FOR CHILDREN PLACED OUT-OF-COUNTY¹¹⁸

Trinity County Child Welfare and Behavioral Health Services have worked together to ensure that mental health needs are met for all dependent children and youth. Trinity County Behavioral Health Services contracts with Remi Vista, Inc.¹¹⁹ for provision of mental health services for youth placed in neighboring counties serviced by Remi Vista, Inc. Remi Vista, Inc. has multiple locations and serves the Shasta County Region, the Butte County Region, the Siskiyou County Region, the Humboldt County Region, and the Del Norte County Region.¹²⁰ This mental health services contract helps to ensure that children placed outside of Trinity County are served, but it also provides the opportunity to waive Presumptive Transfer, thereby removing the workload and cost burden of presumptive transfer on placement/residential County behavioral and mental health staff in the regions served by Remi Vista. In the cases where children are placed outside of Trinity County and Presumptive Transfer occurs, the Trinity County Behavioral Health Clinical Services Deputy Director helps to guide social workers through the Presumptive Transfer process.

CONTINUUM OF CARE REFORM/AB 403 (CCR)¹²¹

Trinity County Child Welfare, Probation, and Behavioral Health Services held regular meetings prior to the formal implementation of the Continuum of Care Reform (CCR) in 2017. Trinity County is unique in its small population and rural geography that there are no foster family agency offices or Short-Term Residential Therapeutic Programs (STRTP/Group Homes) located within the County boundaries. Thus, other than the programmatic changes required by the Resource Family Approval program (discussed below), the implementation of CCR has had a small administrative impact on existing County agency infrastructures. Trinity County Behavioral Health Services continues to be aware of administration requirements for potential specialized foster care placements, particularly any Therapeutic Foster Care Services homes in Trinity County that would require BHS approval for Medi-Cal reimbursement for services.

¹¹⁷ ACL 18-09/MHSUDS-IN 18-007

¹¹⁸ ACL 17-77

¹¹⁹ Contract number 19-088

¹²⁰ <https://remivista.net/locations/>

¹²¹ Assembly Bill 403 Continuum of Care Reform History; <http://www.cdss.ca.gov/inforesources/Continuum-of-Care-Reform/History>

RESOURCE FAMILY APPROVAL (RFA)¹²²

Prior to the implementation of the Resource Family Approval (RFA) program in 2017,¹²³ of Child Welfare and Probation worked closely to plan for the RFA process. CWS and Probation continue to collaborate to ensure homes are considered for the approval process. Child Welfare is the lead County agency on RFA implementation, but Probation participated in planning for RFA at all stages. Child Welfare representatives continue to attend state-wide and regional convenings, meetings, and trainings to obtain as much knowledge as possible about RFA.

Standard RFA home approvals and the RFA program are executed by one social worker (the RFA worker), with one or two social workers trained in the program as a back-up, if necessary. The RFA worker provides all services for resource families which are similar to foster family agency service provision for resource parents: the RFA worker provides resource family orientations, organizes recruitment outreach events, makes referrals for family evaluations, connects families with training, writes necessary reports and collects required documents, maintains administrative records for all families, and acts as the point of contact for any concerns raised by resource families. The only function of the RFA process not directly completed by the RFA worker is the family evaluation (previously known as psychosocial assessment); two ER social workers and the Social Worker Supervisor of the ER unit, or the contracted CDSS Adoptions Services Bureau, complete the family evaluation. CWS maintains a contract with CDSS to provide certain Resource Family Approval services including legal consultation for any appeals or difficult decisions, completion of family evaluations/psychosocial assessments as needed (including for any family evaluations which may be a conflict of interest for Trinity County staff members), and for investigation of complaints against resource family homes.¹²⁴ More information about Trinity County's RFA program can be found in the CSA beginning on page 119.

As discussed in the Strategy 2 narrative, the RFA program in Trinity County anticipates growing throughout this 2018-2023 SIP cycle.

FOSTER PARENT RECRUITMENT, RETENTION, AND SUPPORT (FPRRS)¹²⁵

Trinity County has applied for and received an allocation for Foster Parent Recruitment, Retention, and Support (FPRRS) activities every year that the FPRRS funding has been available. Goals for utilizing FPRRS funds include supporting a dedicated Social Services Aide position in Child Welfare, continued recruitment and retention efforts for resource homes, and training Child Welfare staff to orient and train new resource families.¹²⁶ As mentioned earlier, the RFA "unit" in Trinity County

¹²² ACL 16-58

¹²³ ACL 16-58

¹²⁴ TC CWS and CDSS Contract #17-152

¹²⁵ ACL 16-58

¹²⁶ <https://www.cdss.ca.gov/inforesources/Foster-Care/FPRRS>

is comprised of a single individual, so implementation of all FPRRS goals has been challenging. The County plans to continue to use FPRRS funds as long as they are available to support the recruitment and retention of resource families in Trinity County.

LEVEL OF CARE (LOC)¹²⁷

Child Welfare is prepared for the implementation of the Level of Care (LOC) protocol. Child Welfare management facilitated a training on the background of LOC and use of the LOC matrix and tools in early 2018. Child Welfare social workers, supervisors, and support staff attended the training; Probation management and Probation officers also attended the training. Child Welfare staff have worked with Foster Care Eligibility staff to formulate a smooth transition in preparation for LOC. As of the writing of this narrative, the Level of Care protocol is partially implemented for foster family agency (FFA) placements; however, the California Department of Social Services has postponed full implementation of Level of Care to a future date.¹²⁸

SPECIALIZED CARE RATE/SPECIAL CARE INCREMENT (SCR/SCI)¹²⁹

Since at least 2003, Child Welfare Services has participated in offering a Specialized Care Rate (SCR) as a monthly Special Care Increment (SCI) in addition to basic or age-based foster care rates. This optional and conditional payment is provided to foster parents/resource families when a child has elevated medical and/or behavioral needs which require additional financial support. Trinity County has regularly worked with the California Department of Social Services to update the Trinity County Specialized Care Rate methodology, rates, and eligibility criteria. In the spring of 2018, Child Welfare drafted an update of the SCR to conform to a State-wide criteria matrix which endeavors ensure consistency between counties' practices. This update is still pending and Trinity County is waiting for more information from the Child Welfare Directors Association (CWDA) and CDSS for more information.

CLOTHING ALLOWANCE

Child Welfare Services continues to offer initial clothing allowances when children are removed from their home of origin. The County also offers an annual clothing allowance for all children in care in July of each year to ensure clothing can be purchased before the beginning of a new school year. Social workers may request additional clothing allowances for a child in consideration of weather appropriate clothing, growth spurts, and for socialization activities such as sports, extracurricular activities, camping/hiking, etc. depending on need.¹³⁰ Child Welfare has collaborated with Foster Care Eligibility workers to draft a policy and procedure for clothing allowance processes.

¹²⁷ ACL 17-11

¹²⁸ ACL 17-111, 18-16, 18-06E, 18-32

¹²⁹ ACL 10-62, 13-34, 17-11, 18-06

¹³⁰ Internal CWS Clothing Allowance policy and procedure (currently in Draft form)

APPROVED RELATIVE CAREGIVERS (ARC)¹³¹

In 2015, Child Welfare opted into the Approved Relative Caregiver (ARC) funding program to ensure that relative caregivers are fully compensated when providing foster care. As of 2017, participation in ARC is mandatory for all counties;¹³² Trinity County has continued to provide ARC payments for relatives using CalWORKS and County realignment funds since opting into the program.

FAMILY FINDING¹³³

As discussed in the Strategy 1 narrative above, Trinity County has contracted with Seneca Family of Agencies to provide family finding search services. CWS has finalized a policy and procedure to utilize the family finding service. Case workers are still expected to obtain information about relatives from parents and children/youth, but Seneca searches help social workers and deputy probation officers find family members in an expeditious manner. As discussed in Strategy 1, Trinity County anticipates that increased family finding and engagement will help increase performance in Outcome Measures.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN AND YOUTH (CSEC)¹³⁴

In 2017, Trinity County Child Welfare finalized its policy and procedure for identifying and providing services to children and youth who are victims of Commercial Sexual Exploitation of Children and Youth (CSEC). Trinity County Probation formalized its policy and procedure for identifying and providing services to CSEC youth in 2018. Policy and procedure creation for CSEC identification and service provision was required by the State, and the policies and procedures are critical to provide guidance for social workers and Probation Officers when CSEC victimization is suspected. Weekly Multi-Disciplinary Meetings between CWS, Trinity County Sheriff's Office, and the District Attorney's office provides an ongoing platform in for discussions about potential CSEC cases, including current runaway youth. As of the writing of this narrative, Child Welfare, Probation, and the local non-profit community based organization, Human Response Network, have participated in CSEC workgroups.

SAFETY ORGANIZED PRACTICE (SOP)¹³⁵

Trinity County implemented Safety Organized Practice (SOP) in 2016. Child Welfare and the Northern California Training Academy of U.C. Davis implemented monthly SOP coaching in January of 2016, which continued through the end of 2017. A formal SOP Foundational Institute training occurred in Trinity County in June of 2016, which included staff from Trinity County Child Welfare, AmeriCorps, Probation, Behavioral Health Services/Alcohol and Other Drugs Services (AODS), and

¹³¹ ACIN I-42-14, ACL 14-89

¹³² ACL 16-92, 17-112

¹³³ ACIN I-35-11

¹³⁴ ACL 16-08, 16-85, ACIN I-23-15

¹³⁵ <http://safetyorganizedpractice.blogspot.com/p/sop-home.html>

Trinity County Office of Education. Trinity County Child Welfare Program Manager, Social Worker Supervisors, social workers, and support staff have utilized SOP tools to provide services to families and to inform case decisions. Probation has also applied many SOP concepts in Juvenile Probation casework. The County continues to develop policies and procedures integrating SOP language and tools.

THE CALIFORNIA CHILD WELFARE CORE PRACTICE MODEL (CPM)¹³⁶

Trinity County Child Welfare staff attended Core Practice Model (CPM) conferences in 2015 and in 2016. Although it is not a mandatory initiative, the theoretical framework of the Core Practice Model compliments Safety Organized Practice and existing practices in Trinity County Child Welfare. The County expects to continue to explore using CPM values, practice behaviors, and leadership behaviors in everyday casework; Trinity County will comply with formal implementation of the CPM or Integrated Core Practice Model (ICPM) as directed by the State, if such implementation shall occur within this SIP cycle.

QUALITY PARENTING INITIATIVE (QPI)¹³⁷

Trinity County has not yet implemented the Quality Parenting Initiative; however, one ER social worker who is engaged in a Master's of Social Work program through Humboldt State University has considered QPI implementation in Trinity County as a focus of her MSW internship. This social worker is on track to obtain her MSW in 2021, at which point QPI may be integrated into Trinity County Child Welfare case management work.

LINKAGES¹³⁸

Trinity County remains committed to collaborating with social services partners to continue the Linkages program. Current State of California budget cuts eliminated the formal Linkages program at the State level, however Trinity County continues to provide services to Linkages eligible clients.

CHILD WELFARE SERVICES-CALIFORNIA AUTOMATED RESPONSE AND ENGAGEMENT SYSTEM (CWS-CARES)¹³⁹

Identified and assigned staff of Trinity County Child Welfare Services and Probation have participated in Northern Region Implementation Calls for the implementation of modules of the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). The New System for entering child welfare data, now formally recognized as CWS-CARES, is highly anticipated state-wide, and Trinity County is no different. Staff look forward to a modern database platform with better and more intuitive usability. Hard deadlines and timelines are not provided for CWS-CARES module releases, as the production seems to be dependent on focused Core county

¹³⁶ CA Child Welfare Core Practice Model information pamphlet, May 2015;
http://www.chhs.ca.gov/Child%20Welfare/core_practice_model_packet_rev0515_final_0.pdf

¹³⁷ Quality Parenting Initiative; <http://www.qpicalifornia.org/>

¹³⁸ The Linkages Project Fact Sheet; http://www.cdss.ca.gov/ocap/res/pdf/Linkages_FactSheet.pdf

¹³⁹ <https://cwds.ca.gov/posts/cwds-names-new-system-cws-cares-prepares-for-first-statewide-product-release>

user cohorts. CWS and Probation will continue to participate in Implementation Calls for all future functions as modules are developed and released.

CONTINUOUS QUALITY IMPROVEMENT¹⁴⁰

Trinity County Child Welfare staff engage in quarterly calls with the consultants from the California Department of Social Services Outcomes and Accountability Bureau to review data. Data are extracted from the CWS/CMS system, as reflected on the California Child Welfare Indicators Project (CCWIP) managed by the University of California, Berkeley. These data are reviewed by the Program Manager and Staff Services Analyst. The analyst uses this data to inform completion of the County Self-Assessment, the System Improvement Plan and subsequent Progress Reports, and many other internal and State reports outside of the purview of the Outcomes and Accountability Bureau. In 2015 the analyst attended the *Advanced Analytics* course through the Northern California Training Academy. The analyst and Program Manager attended the State-wide Continuous Quality Improvement conference in Davis, California at the end of March 2018. The analyst and Program Manager have also attended *Fiscal Essentials for the Child Welfare Professional* offered by the Northern Training Academy. Trinity County Child Welfare is committed to ensuring that program staff understand program and fiscal data, and that case workers understand how their service provision and data entry timeliness impacts the County and data statistics State-wide.

Please refer to Strategy 4, beginning on page 31, for more information about Continuous Quality Improvement efforts as they fit in to the 2018-2023 System Improvement cycle.

CHILD AND FAMILY SERVICES REVIEW-CALIFORNIA FEDERAL CASE REVIEW (CFSR CASE REVIEWS)¹⁴¹

In 2015-2016, two non-CWS Health and Human Services unit supervisors with recent case management and supervisory experience in Child Welfare were trained as primary reviewers and to perform quality assurance reviews for the mandatory Child and Family Services Review-Federal Case Review process. These individuals participated in trainings and collaboratives hosted by the Northern California Training Academy of U.C. Davis, and began the process to review cases for Trinity County Child Welfare. Initially, the County faced multiple challenges in this process due to conflicts of interest, as both reviewers had, in the recent past, provided direct case management or supervisory case management for the majority of the cases reviewed. In 2016, one case reviewer separated from Trinity County employment and the other was promoted to Child Welfare Services Program Manager, which created an ongoing conflict of interest. Because of the continued conflicts, the California Department of Social Services indicated that a State employee would be assigned as case reviewer for Trinity County and other small counties, and that the State employee and would perform the Federal Case Reviews as necessary. As of the writing of this narrative, the

¹⁴⁰ ACIN I-84-16

¹⁴¹ ACL 04-05, 14-84, 15-77, ACIN I-40-14

contract with CDSS is pending and work to review cases on a quarterly basis has commenced.

Please refer to Strategy 4, beginning on page 31, for more information about Continuous Quality Improvement efforts as they fit in to the 2018-2023 System Improvement cycle.

JUDICIAL COUNCIL OF CALIFORNIA: JUDICIAL RESOURCES AND TECHNICAL ASSISTANCE (JRTA)

Child Welfare Services and Probation anticipate receiving continued technical assistance from the Judicial Council of California regarding County court processes whenever necessary. The JRTA process is likely to happen before anticipated Title IV-E Foster Care Eligibility Reviews every two years. Trinity County looks forward to receiving biennial feedback and technical assistance to provide social workers, deputy probation officers, and management with tools to ensure compliance with the Courts and Federal requirements.

EDUCATION WAIVER

Per the California Department of Social Services Manual of Policies and Procedures Division 31, Section 070 “Staff Requirements” (31-070), Child Welfare staff who provide emergency response service and case management services for clients engaged in family maintenance are required to maintain specific levels of education. Trinity County social work staff continue to enhance their education to help Trinity County comply with the Division 31 requirements; see the applicable section in the Strategy 4 section for additional information.

OTHER WAIVERS AND CORRECTIVE ACTION PLANS

Trinity County does not participate in any additional waiver activities (Title IV-E, etc.). Trinity County does not have any current corrective action plans, applicable CWS or Probation lawsuits or settlements.

TRINITY COUNTY CONTRIBUTIONS TO CALIFORNIA’S PROGRAM IMPROVEMENT PLAN GOALS FOR OUTCOMES FOR CHILDREN AND FAMILIES

Please see pages 97-102 of the CSA for detailed information about Trinity County’s efforts to support California’s goals outlined in the 2018 Program Improvement Plan. Discussions of complementary efforts in Trinity County’s Strategies and Action Steps are included earlier in this narrative.

Trinity County is committed to providing children and families with the best case management processes and access to services as possible. Child Welfare and Probation will continue to implement programs required by State and Federal partners, as well as exploring new initiatives to address the unique needs of Trinity County. The County looks forward to the next five years to establish best practices and continue to improve in all areas of case management and service provision.