

State of California Department of Social Services

Office of Child Abuse Prevention

**THIRD REPORT OF THE CALIFORNIA
CITIZEN REVIEW PANELS**

JANUARY 1, 2002-SEPTEMBER, 2002

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INTRODUCTION

Background and Responsibilities of Citizen Review Panels

In 1996, Congress amended the Child Abuse Prevention and Treatment Act (CAPTA) to require that CAPTA funding to the States be contingent upon the establishment of Citizen Review Panels (CRPs). Most States, including California, were required to have three independent panels. California met this requirement in July of 1999 by funding one panel in the three counties of Napa, Placer, and San Mateo.

Responsibilities of the CRPs are:

- To assess and evaluate the extent to which a child protection agency, on the State or local level, discharges its responsibilities under the State's CAPTA plan by examining the policies and procedures of State and/or local agencies.
- To review specific cases handled by the child protection agency when this is appropriate.

The CRPs may:

- Review other data and systems important to the protection of children.
- Evaluate child fatalities and near fatalities.
- Review coordination between State and local child protective services systems with the Title IV-E Foster Care and Adoption Assistance Programs of the Social Security Act.

The CAPTA Act requires:

- Each state to provide each panel with access to information on specific cases when such information is necessary for the panel's review and assessment of the child protection agency.
- Each Panel will ensure confidentiality is maintained with respect to information on specific cases that it obtains from the State and the County.

- Each Panel will complete an annual report and distribute it to the public. The report should contain any recommendations that it has made based upon its activities and findings.

Membership

The CAPTA Act requires each Panel to:

- Be composed of volunteer members who are broadly representative of the community in which the panel is established.
- Include members who have expertise in the prevention and treatment of child abuse and neglect.
- To have a majority of the membership drawn from the ranks of those who are not child welfare/child protection staff.
- Meet at least quarterly.

The CAPTA Act recommends that the panel membership include a balance of the following:

- Children’s attorneys
- Child advocates
- Court-appointed special advocates (CASA)
- Volunteers
- Parent/consumer representatives
- Law enforcement personnel
- Health/mental health professionals
- Representatives from higher education with expertise in fields related to child protection, welfare, and development
- Mandated Reporters
- Representatives of tribal governments (if reviewing child protection services on tribal lands)

Existing entities, such as child fatality panels or foster care review panels, may be designed as CRP’s if they can perform the necessary functions.

Selection Process

The three California counties that participated in the initial round of funding—Napa, San Mateo and Placer—had four features that are complementary to the Citizen Review process. These counties:

- Participated in the Answers Benefiting Children (ABC) Initiative
- Have existing Child Death Review Teams

- Have existing Court Appointed Special Advocate Teams
- Have a Board of Supervisors that designated the agency responsible for child protective services as the lead agency for the implementation of the ABC Grant

The Answers Benefiting Children Initiative was funded jointly by OCAP and the Office of Criminal Justice Planning. It was a program of family support home visitation in a family resource center context targeted toward those families with children from birth to five years of age. Another component of this initiative was an integrated system of case management that drew upon the expertise of professionals in health, substance abuse, child development and social work. Still another component served victims of domestic violence and child abuse and funded services, such as crisis intervention, accompaniment to hospitals for medical examinations, hotline counseling, emergency food, clothing and shelter and transportation that permitted rapid response to the immediate emotional and physical needs of crime victims. These funds could be used for counseling and group therapy as well. The ABC Initiative operated in seventeen counties including Napa, Placer, and San Mateo, until June 30, 2002. Ten of the seventeen counties secured the funding necessary to continue this program of services.

The ABC Initiative was an initiative for child abuse prevention and early intervention. Child welfare services agencies could refer those overburdened families, who came to their attention, to ABC case management services when they did not meet the criteria for CWS services. In contrast, all families, including those receiving child welfare services, could avail themselves of family resource center based services.

YEAR OF TRANSITION and the State of California

In calendar year 2002, the Citizen Review Panels concluded the activities of the initial funding cycle while preparing for the next round of activity. The panels operated an additional year beyond the initial two year funding cycle when the OCAP portion of ABC program was extended from July 1, 2001 to June 30, 2002.

In the initial three years, the panels spent time on recruitment, program development and examination of the child welfare services system. They looked at the relationship between the child welfare services agency and the larger child protection system that includes agencies such as health, mental health, alcohol and drugs, education, probation, and community based organizations. They looked at these agencies as part of the child protection system since they provide the services that can prevent child abuse and neglect and facilitate the healing and strengthening of individuals and families that is so crucial to family maintenance and family reunification.

For the second funding cycle, the Office of Child Abuse Prevention focused on the following:

Upon:

- Developing a standardized application process to select new panels,
- Establishing the groundwork so that the panels can focus upon the evaluation of the measures taken to implement the priorities contained in the IV-B plan in a more structured way,
- Training and technical assistance to the panels as they conduct their activities.

A STANDARDIZED APPLICATION PROCESS

The Office of Child Abuse Prevention planned for the second funding cycle so that it could support up to six panels. Funds were set-aside for the existing three panels and new panels could be operated in three new counties. Due to funding constraints and a desire to develop policies, procedures, and training materials that could be tested among a small group of counties before making them available on a state-wide basis, OCAP decided upon a maximum of six panels.

In late July of 2002, the Office of Child Abuse Prevention mailed a letter and application to all 58 county welfare directors announcing a new round of funding for citizen review panels. This packet was posted on the CDSS web site as well (Appendix A).

Kern County applied and became the fourth citizen review panel. The County has opened the door to the development of community-based panels by contracting with the Kern County Network for Children, a community based organization, to operate its panel

Looking ahead to expanded participation in the third funding cycle, OCAP is optimistic that the State's budget crisis will either be resolved or mitigated, making more State and County funds available for the panels (the counties match state funds even though this is not required). An improved funding situation can free local CWS staff from the maintenance of effort need to retain necessary levels of direct services and allow them to devote more time to the evaluation and planning entailed in the implementation and operation of panels. The OCAP also believes that as the panels operate and publish their recommendations, other counties will become more familiar with the operations of citizen review panels and how they might complement local entities such as foster care advisory boards and child death review teams. Newly enacted parent-empowerment initiatives, such as parent leadership training and peer leadership may generate demand on the part of community advocates for a greater role in the evaluation of the child welfare services system as well the CWS Redesign (see discussion on the CWS Stakeholders group below).

PRIORITIES FOR THE SECOND FUNDING CYCLE

During the second funding cycle, the OCAP will require the panels to examine at least one of the following priorities:

- Reducing recurring child abuse and neglect
- Reducing the incidence of child abuse and/or neglect in foster care
- Increasing permanency for children in foster care
- Reducing time in foster care to reunification without increasing reentry
- Reducing time in foster care to adoption
- Increasing placement stability
- Reducing placements of young children in group homes or institutions

Other priorities of the State's child welfare services system are:

- Increasing the number of children or young adults who leave foster care having successfully completed a foster care Independent Living Program (ILP).
- Increasing the use of the Child Welfare Services Case Management System (CWS/CMS) as a planning and management tool.
- Increasing the effectiveness of assessment tools so as to facilitate safe and effective outcomes for children and families.
- Improving case planning for children and families so as to incorporate all relevant services whether county or community-based.
- Improving social worker recruitment and retention.
- Improving the understanding and application of the Indian Child Welfare Act.

Each of the panels has selected at least one of the above priorities to review during the current cycle which began on October 1, 2002.

Review of the above priorities will help facilitate the ability of the panels to address the activity of the local child welfare services agency in light of the existing IV-B plan and any redesign activities resulting from the Program Improvement Plan (PIP) that are being developed in response to the Children and Family Services Review. Such review should prepare the panels to involve themselves in the implementation of the recommendations of the Child Welfare Services Stakeholders group as well.

TRAINING AND TECHNICAL ASSISTANCE

Two overriding goals guide the planning for training and technical assistance in the second funding cycle. One goal is to ensure that the panels get the support that they need to operate effectively in the current funding cycle, while the other is to develop standardized processes and prototype materials that can be incorporated into a manual for California panels.

To accomplish the above, OCAP contracted with the *Strategies* group to retain a training and technical assistance consultant to:

- Assist the panels in formalizing operating policies and procedures that facilitate the review process.
- Assist the panels in increasing their knowledge of the Child Welfare System including State requirements and county policies, practices, and procedures.
- Facilitate panel research and training in best and promising practices that address child welfare services and family support.
- Identify and develop the elements of a standardized review process, with input from the panels, that are flexible enough to permit the panels to meet local needs, while addressing state priorities.
- Develop a manual for California's Citizen Review Panels.

In fall 2002, Strategies contracted with Kate Mrgudic, M.A. to serve as a consultant to the Citizen Review Panels. Ms. Mrgudic has extensive experience with child welfare systems and family support, having been a key player in Montana in the redesign of their child welfare system. She also has a wealth of experience in developing new programs and procedures at the state and county levels in Montana, California, and Arizona.

COUNTY REPORTS

Goals and Accomplishments: Year Three

The initial funding cycle for the Citizen Review Panels coincided with the funding cycle of the ABC Initiative. When the resources became available for an additional year of operation, the ABC Initiative continued until the end of the 2001-2002 fiscal year. The panels ended their initial cycle of operation and began the second cycle of funding and activity during this same fiscal year. Counties reports on the third year activities and accomplishments below.

NAPA COUNTY

Completion of the First Funding Cycle

In the final year of the initial funding cycle, the following were the major accomplishments of the Napa County Panel:

- Solidified the “recommendation-feed back” loop with Napa County Health and Human Services. Napa County is accredited by the Council on Accreditation and is a full member of the Child Welfare League of America. The County and the Panel adhere to the quarterly “recommendation feed-back” loop that is required of the County and its Continuous Quality Improvement teams and advisory boards as a result of accreditation.
- Worked with the County to implement its recommendation that there be a process to “incubate, grow, and cultivate” panel members through a contract with a Community Based Organization (CBO). The CBO developed a parent advisory board and began the process of training the members on child abuse issues. On a periodic basis, the CBO provides the county with a copy of the board’s monthly minutes and a listing of its training activities. On an annual basis, the CBO provides the agency with a listing of all the participants (with participant approval) and their contact information. This listing will be used to “harvest” the names of consumers who might be willing to participate on the CRP given their empowering experience with the CBO.
- Assisted the Child or Parent Emergency (COPE) Family Resource Center in the funding and implementation of activities associated with Child Abuse Prevention Month.

- Was recognized for its contributions to the community when the CRP Chairperson was one of three community members honored by the Napa County Child Abuse Prevention Council (CAPC) for work benefiting children.
- Accepted the invitation of the California Child Welfare Services Stakeholders staff to preview and comment upon a presentation on CWS Redesign. Subsequently, this presentation was given at a Stakeholder training.
- Reviewed, edited and made recommendations for changes to a Client Survey drafted by Napa County CWS staff to evaluate client perception of and satisfaction with child protective services.
- Contracted with Cybermill Clubhouse, a teen-run activity center where adolescents plan and develop multi-media projects, to produce informational CDs and posters citing community resources for mental health, violence prevention, health services and hotline support. The CDs and posters are to be distributed to local middle and high schools as a resource directory in a teen-friendly format.
- Reviewed and approved a request from COPE Family Resource Center to support the development of a public service video for the Family Resource Network of Napa, a county-wide network of CBOs serving families and children. The COPE has contracted with Napa Public Access Cable Television to develop the video.
- Napa County participated in the National List serve for CRPs, which is operated by the School of Social Work of the University of Kentucky. Also, the Napa County Liaison to the County CRP was the sole representative from the State's panels at the First National Conference of Citizen Review Panels, which was sponsored by the University of Kentucky's School of Social Work in May 2002.

Beginning the New Funding Cycle

In keeping with the new planning process developed by the Office of Child Abuse Prevention, Napa County adopted four priorities that will be examined in the new funding cycle. These priorities are:

- An increase in the use of the Child Welfare Services/Case Management System (CWS/CMS) as a planning and management tool.
- The reduction of recurring child abuse and neglect.
- The reduction of the incidence of child abuse and/or neglect in foster care.
- A reduction in the placement of children in group homes or institution.

In its examination of the CWS/CMS system, the panel will review an action plan that will be developed by the County with the support of staff from the State of California's Health and Welfare Data Center (HWDC). The plan will be generated from specific

reports that identify the amount of application use, the timeliness and the quality of data input, and a broad range of application areas including social worker contacts, case plans, referrals, and court and supervisor approvals. It will include barrier identification, a plan for the removal or reduction of barriers, timelines, and intended outcomes. This plan will establish milestones by which the Panel can evaluate agency process. Also, It will provide baseline measures for best practice activities that are known to reduce recurring child abuse and neglect in the home and in foster care and to reduce the placement of children in group homes and institutions.

Recommendations to the State

Napa County is only one of two child welfare agencies in the State that has managed to achieve accreditation by the Council on Accreditation. As such offers services in a way that is consistent with best practice principles. Some examples of its use of best practice principles are:

1. Providing staffing at levels that are commensurate with the recommendations of the Senate Bill 2030 Study, a study of child welfare services staffing and utilization patterns that was undertaken by the State of California.
2. Utilizing non-adversarial methods in serving families, e.g. Family Group Decision Making.
3. Offering services utilizing an integrated delivery system.
4. Providing the community with meaningful ways to provide input for system change, e.g., its Citizen Review Panel has a role that exceeds that identified in the enabling CAPTA legislation.

In most cases, these items are not funded by the State, i.e., they are supported solely with funds from the county's general funds. To ensure that that the county is able to continue to offer services using best practice principles, the panel makes the following recommendations:

- A. The state should formally support the implementation of Assembly Bill 636 (Outcomes and Accountability Initiative, C-CFSR) which is State legislation that redefines the State's process for the review of county child welfare services agencies and requires the State of California to identify and promote the replication of best practices in CWS in order to achieve the outcome measures that have been developed by the Federal Health and Human Services Agency. The State can further the aims of AB 636 by providing accredited counties with (1) additional funding through an alteration of the allocation formula and (2) an exemption from state compliance reviews during the period of time for which they are accredited.
- B. The state should fund the panels at a level that would make the operation of a panel feasible and desirable for a non-profit organization. An alternative is to provide the county with sufficient funding to hire a half time person to assume many of the administrative duties of the panel.

Placer County

Formation of the Panel

In 1999, Placer County accepted the Office of Child Abuse Prevention's invitation to form a Citizen Review Panel. The panel would enhance Placer County's Child Welfare Service Network by:

- Incorporating community feedback and recommendations into an evaluation of children's services.
- Giving consumers and parents the opportunity to examine Children's Services and to bring their perspective to a review of these services.

Placer County Health and Human Services discharges its child welfare services through the Children's System of Care. The Children's System of Care is comprised of the following county agencies:

Health and Human Services
Foster Youth Services
Education
Community Health

Drug and Alcohol
Mental Health
Probation

To create the panel, the Children's System Care invited fourteen citizens and representatives of nonprofit groups to join with it to carry out the duties and responsibilities of a citizen review panel. This initial panel was composed equally of fourteen county agency people and fourteen citizen/nonprofit representatives.

Citizen Review Panel Recommendations

In August 2000, the Citizen's Review Panel completed studies with recommendations made in four (4) major service systems in the county; Health and Human Services, Children's System of Care, Education, Judicial and Law Enforcement. Although this report cannot address specific implementation of those recommendations in the education, judicial and law enforcement systems, overall, progress has been made in improved accessibility and availability of services to families in each of the primary systems.

Education

Between FY2000-01 and FY2002-03, Placer County has increased linkages with schools through the Family Resource Centers, operated by the System Management,

Advocacy, and Resource Team (S.M.A.R.T) of the Children's System of Care in conjunction with the Child Abuse Prevention Council of Placer County and the Truckee Tahoe Community Foundation. Services currently offered in six (6) geographical locations (Auburn, Colfax, Foresthill, Lincoln, Roseville and Tahoe) include education of teachers and school personnel on early identification of children or families needing service assistance, on-site consultation and assessment services, behavioral health interventions and referral to county based services.

Judicial System

Recommendations made by the Citizen's Review Panel for the Judicial System included development of a unified Family Service Resource Guide, providing orientation and support groups to parents in the court system and improving linkages to separate judicial functions. Currently, the Parent Involvement Coordinator for Placer County has completed a draft of a unified Family Service Resource Guide that is in the process of review and finalization. Health and Human Services continues to be involved in discussions with the courts, district attorney and public defender on content of the orientation classes and, recently, the Juvenile Justice Commission has advanced a job description for a Juvenile Court Facilitator position who would coordinate the orientation and parent support classes. Through the S.M.A.R.T. Policy Team, the courts continue to look for opportunities to utilize more mediation strategies and reduce the adversarial nature of the court process.

Law Enforcement

Over this past year, the Policy Board has worked with the Office of the Chief Probation Officer for Placer County multiple personnel changes. This has required the orientation and training of new administrators by county health and human services. As a result, execution of some of the specific recommendations made by the Citizen's Review Panel has been delayed. However, the continued efforts of the HHS Policy Team has encouraged a team based administrative and fiscal planning process between the Placer County Probation Department and Placer County Health and Human Services that has helped increase the number of families receiving behavioral health services by almost 20%.

Placer County Health and Human Services/Children's System of Care

The primary purpose of the recommendations for Health and Human Services and the S.M.A.R.T. Children's System of Care was to increase availability and accessibility to services and to improve family participation in treatment and policy development.

Availability of Services

The Placer County Citizen's Review Panel recommendations for Health and Human Services and the Children's System of Care are addressed below:

Recommendation:

In coordination with the Children and Families Commission, have early (preschool age) identification and accurate assessment for mental health, learning disabilities and special needs available for children who come in contact with any agency in the system.

Implementation:

Placer County currently provides early identification, family consultation, service referrals and family team planning at five (5) school sites located in Auburn, Lincoln, Roseville, Foresthill and Tahoe both through the Family Resource Centers (see above) and through on-site, school based services funded through Promoting Safe and Stable Families and Proposition 10. These services are scheduled for expansion in Colfax in FY2002-03.

Recommendation:

Improve early intervention through information sharing, the provision of collaborative services, and after-care support services by using a single computer system for records keeping.

Implementation:

In FY2001-02, Placer County conducted a pilot management information system designed to serve as an "umbrella" system linking the major MIS programs in HHS. This system will interface with each of the primary databases used by the Adult and Children's System of Care, Community Health Services, Eligibility and the health and dental clinics for the county. Implementation of this system will allow each of the divisions within Placer County Health and Human Services to identify areas of service participation for each family and coordinate family service planning throughout the system. Full-scale implementation of that system is scheduled for FY2003-04.

Recommendation:

Implement the Sexual Abuse Treatment and Resources (STAR) Partnership and increase the number of referrals and array of services for children, adults and families.

Implementation:

Implementation of a multidisciplinary, family based service delivery team has continued to increase the accessibility of services provided to families in Placer County and offer a broader array of available services. Between FY2000-01 and FY2002-03 Placer County has increased the number of families served through the Children's System of Care proximately 7%, or almost 200 additional families served each year.

Recommendation:

With the Domestic Violence Task Force, develop standardized countywide domestic violence protocols to improve linkages between CSOC/ACCESS, schools, Community Health, law enforcement and other necessary agencies.

Implementation:

Effective February 2003, Placer County established the Domestic Violence Emergency Response Team (DVERT). The Memorandum of Understanding, approved by the Placer County Health and Human Services, Placer County Sheriff's Department, Placer County District Attorney and local law enforcement agencies, implements the

recommendation for a standardized countywide response protocol for domestic violence.

Participation of Families in Treatment and Policy Development

The concept behind Placer County's implementation of a citizen's review panel was to help the System of Care develop a stronger consumer and/or family participation review and advocacy program. The effectiveness of the Panel was evident through the submission of several key proposals to the System Management, Advocacy, and Resource Team (S.M.A.R.T) Policy Board. These proposals helped to convey the importance of a citizen or family role in every level of children's services. Such a role includes active participation in service planning through participation in advisory, review and decision-making committees or boards.

The parent or consumer review function of the Citizen's Review Panel has evolved into four (4) primary family participation and service review areas within the Children's System of Care. These four areas are the Quality Improvement Committee, the Outcome Review Teams, The Parent Involvement Program and the Smart Management Teams, including the Smart Placement Review Team.

Quality Improvement Committee

Placer County's Quality Improvement Committee serves as a decision making board to the Adult and Children's System of Care, addressing issues of accessibility to services and the quality of care for both county services and the contract services delivered by the private provider network.

Consumer or parent participation in the Placer County quality improvement process is through two (2) primary levels: the Member Subcommittee and the Quality Improvement Committee.

The Member Subcommittee for the Quality Improvement Committee is designed to enlist parents and consumers in the direct monitoring of services provided through our System of Care. The scope of the Member Subcommittee includes:

1. The review of the outcomes of complaints regarding services provided by Placer County or our private network providers;
2. The review of issues of accessibility and quality of care;
3. Monitoring the accessibility of services for culturally specific, language specific or disabled populations; and
4. Making recommendations to the Quality Improvement Committee on system changes that will improve the quality of care provided through the Placer County System of Care.

In FY2000-01, Placer County expanded the Quality Improvement Committee in an attempt to broaden the experience level of the committee and to facilitate the consideration of alternative methods of providing services.

Outcome Review Teams

Placer County has long recognized the importance of parent review of its programs. The Citizen's Review Panel worked to further the incorporation of parent review into the System of Care approach, both as part of its mission and as a result of being considered an "outside" review process. In order to strengthen the role of consumer review in service planning and delivery, Placer County incorporated parent involvement into ongoing case review teams called the Outcome Review Teams (ORT). In this team review model, parents have an equal voice with professionals.

The Outcome Review Teams (ORT) were designed as support to the family centered team process. In the family centered team process, families who have failed to ensure that their appropriate members are safe, healthy, at-home, in school, or at work, and out of trouble may enter this process through any of the agencies that comprise the Placer County System of Care. The families are given an assessment that addresses their medical, psychological and social needs. A multidisciplinary support team, which includes parents, is assembled to assist the family in developing a plan. At six months an Outcome Review Team will assess the family's progress in achieving the goals of self-sufficiency, which involves keeping family members safe, healthy, and at-home (and not in out-of-home care), in school or at work and out of trouble. The ORT's have the authority to offer the family additional services that may be helpful and they have the responsibility to ensure that direct service practices for Placer County are consistent with the family centered approach adopted by the Systems of Care.

Parent Involvement Coordinator

Placer County Children's System of Care's Parent Involvement Program provides a parent support person for those parents receiving its services. These Parent Representatives, who are under contract with the Child Abuse Prevention Council of Placer County and who are consumers of services themselves, provide consultation, training and policy guidance on involvement of consumers and families in our child welfare, probation, special education and behavioral health programs. Parent Representatives also offer direct advocacy services for families and are responsible for getting information from parents regarding CSOC services. This information is used to provide input to the Outcome Review Team, the SMART Management Team and Quality Improvement Committee, and the three (3) decision-making teams within Health and Human Services. Effective FY2001-02, the county increased the Parent Involvement Program to provide a greater level of parent support and review for the Children's System of Care, with further expansion of the program planned for FY2002-03.

SMART Management Team (SMT)

The SMART Management Team (SMT) is designed to provide management level review of intensive cases and to provide assistance to the Outcome Review Teams in

securing all the services that may be needed by their families. The service review is comprehensive and the SMT is given complete authority to offer needed services without the further approval of any additional administrators. The team consists of managers from the Adult and Children's Systems of Care, the Placer County Office of Education, Probation, Community Health, CalWORKS and the Parent Involvement Coordinator.

SMART Placement Review Team

Placer County Children's System of Care program policies require the review of all placement recommendations for children who have Rate Classification Levels (RCL) that may warrant placement in a setting more intensive than a foster home. Also there is review of all changes in placement levels.

These reviews are conducted through the SMART Placement Review Team (a subcommittee of the SMART Management Team). The purpose of this team is to assist the family in remaining together by considering alternative service possibilities. Membership on this team is composed of Children's System of Care Supervisors, a representative from Placer County Office of Education and a parent representative (See Attachment "A" for a list of members). All parents, siblings, extended family members, teachers or mentors, pastors or anyone who is significant to the child and family's life may be invited to contribute to the review process. SMART Management Members may serve as alternates to the Placement Review Team.

Conclusions

The Citizen's Review Panel has played an integral part in the advancement of parent and consumer participation at both the parent support and the program decision level of Placer County's Children's System of Care. The CRP was effective in advancing several recommendations to the S.M.A.R.T. Policy Board. Most of the recommendations have been incorporated into the daily activities of Placer County's Team Service Delivery Model. As a result, Placer County has integrated CRP functions into its Outcome Review Teams, its Parent Involvement Program, its SMART Management Team, and its SMART Placement Review Team.

Placer County will continue working on full-scale implementation of the recommendations of its Citizens Review Panel, looking for all opportunities to advance those agendas. However, the county has discontinued the function of the CRP. Recent reductions in revenue require Placer County S.M.A.R.T. Children's System of Care to maintain a staff vacancy rate of approximately 10%, during a time of continued increase in the demand for services for our children and families. As a result, the county has been forced to shift staff responsibilities to maximize service availability.

SAN MATEO COUNTY

A significant part of the final year of the initial cycle was spent preparing for a county initiative that is designed to restructure San Mateo County's CWS services. San Mateo County was selected to participate in the *Family to Family* Initiative of the Ann E. Casey Foundation.

The *Family to Family* Initiative is being implemented in states and counties across the nation in order to facilitate the reconceptualization, redesign, and reconstruction of foster care systems in order to achieve the following system-wide goals:

- To develop a system of foster care that is more neighborhood –based, culturally sensitive, and located primarily in the communities in which the children live.
- To assure that scarce family foster home resources are provided to all those children (but to only those children) who in fact must be removed from their homes.
- To reduce reliance on institutional or congregate care (in shelters, hospitals, psychiatric centers, correctional facilities, residential treatment programs, and group homes)—by meeting the needs of many more of the children currently in those settings through relative or family foster care.
- To increase the number and quality of foster families to meet projected needs.
- To reunify children with their families as soon as that can safely be accomplished, based on the family's and children's needs -- not simply the system's time frames.
- To reduce the lengths of stay of children in out-of-home care.
- To better screen children being considered for removal from home, and to determine what services might be provided to safely preserve the family.
- To decrease the overall number of children coming into out-of-home care.
- To involve foster families as team members in family reunification efforts.
- To become a neighborhood resource for children and families and invest in the capacity of communities from which the foster care population comes.

The new system envisioned by *Family to Family* is designed to:

- better screen children being considered for removal from home, to determine what services might be provided to safely preserve the family and/or what the needs of the children are;
- be targeted to bring children in congregate or institutional care back to their neighborhoods;
- involve foster families as team members in family reunification efforts;
- become a neighborhood resource for children and families and invest in the capacity of communities from which the foster care population comes; and
- provide permanent families for children in a timely manner.

San Mateo County's *Family to Family* Program will focus on the following four tools in restructuring the child welfare services system:

- Community Based recruitment, training, licensure, and support of foster families in order to find and maintain local resources who can support children and families in their own neighborhoods.
- Building neighborhood and community partnerships so as to collaborate with and support a wide range of community organizations , beyond public and private agencies, in those neighborhoods that are the source of high referral rates. This tool is intended to support families and build strong neighborhoods.
- Team Decision-Making in case planning to involve birth families and community members as well as case- workers and foster parents. This is intended to ensure a network of support for the child.
- Self-evaluation will involve the use of hard data linked to child and family outcomes to show where change is needed, where progress has been made, and to drive decision making.

Panel members participated in processes that identified existing challenges to the delivery of child welfare services. These challenges include the high cost of living in San Mateo County that places a tremendous burden on foster parents and kin caregivers who choose to care for children. This, in turn, impacts the recruitment of an ethnically and culturally diverse group of foster parents to permit placement of a child in his or her community.

The panel reviewed data from county agencies that serve children and youth in terms of their impact upon the six selected outcomes that are measured for the Children's Report Initiative produced by the Peninsula Partnership This Initiative

involves the analysis of data that addresses the health and safety of children to determine whether children are:

- Safe
- Healthy
- Nurtured in a Stable, Caring Environment
- Succeeding in School
- Out of Trouble
- Supported by the Systems that Serve them

Beginning the New Funding Cycle

In the new funding cycle, the priorities chosen by the San Mateo Citizen Review Panel are:

- Reducing recurring child abuse and neglect.
- Increasing the effectiveness of assessment tools so as to facilitate safe and effective outcomes for children and families.
- Improving case planning for children and families so as to incorporate all relevant services whether county or community based.
- Increasing the use of the Child Welfare Services Case Management System (CWS/CMS) as a planning and management tool.

The priorities chosen by the San Mateo Citizen Review Panel represent both a challenge and an opportunity to assist the County's Children and Family Services Program as it redesigns itself through the implementation of the *Family to Family* Initiative. By addressing these priorities, the Citizen Review Panel will address *Family to Family's* four strategies and provide feedback to improve the program's response to the community and enhance the collaboration with county residents.

STATE OF CALIFORNIA'S CHILD WELFARE SERVICES STAKEHOLDERS GROUP

BACKGROUND

In 2000, the California State Legislature passed AB1740 that established the Child Welfare Services Stakeholders Group (CWS-SG). At the request of Governor Gray Davis, Rita Saenz, Director of the California Department of Social Services, appointed a group of key child welfare stakeholders tasked with reviewing existing child welfare services and making recommendations for their improvement.

The Stakeholders began their task of evaluating the statewide child welfare services system at the time the panels began. Rather than establish a new group, name it the Statewide Citizen Review Panel and perform the same function as the Stakeholders, CDSS recognized that the Stakeholders and the Panels had parallel functions and that the findings and recommendations of the Stakeholders would be available to the CDSS, the counties, and the local panels for review and evaluation. The Stakeholders' mission, which is to identify common values with respect to the care of abused and neglected children and their families and to recommend programmatic and organizational changes that will enhance and improve the quality of child welfare services, from early intervention through permanency and emancipation, is consistent with that of a Citizen Review Panel.

By the end of the first year, it was clear that the Stakeholders were functioning as a statewide panel. After looking at individual cases, evaluating the CWS systems of other States, analyzing core beliefs and assumptions of California's CWS system, and evaluating the input of its own diverse membership, the Stakeholders agreed on the desirable results that should be the outcomes of a redesigned Child Welfare Services System. They pursued a work plan that was designed to bring these results into being. The results are:

- Vision and Mission statements, along with shared values that are established and accepted by the CWS system
- Revised, appropriate and effective CWS rules and regulations
- Reasonable workload expectations for CWS staff
- Recruitment and retention of sufficient, qualified staff
- Professional recognition of CWS staff
- A comprehensive, flexible and collaborative CWS funding system
- Improved interface between the courts and CWS
- A public education program that informs the public and encourages their support to the CWS system
- Comprehensive foster care placement and permanency services

- A system of prevention and family support
- A fair CWS system that address racial inequities in terms of clients and decision and inequities in the rate system
- An assessment and decision making process that is family centered, that is informed by the developmental needs and well being of children, that involves all relevant agencies in the creation of unified case plans , and that uses tools that are accurate and valid.
- Means to prepare foster children for successful transition to adulthood
- Systems, processes, and structures that are accountable for and promote measurable outcomes

By the end of the second year, the Stakeholders had developed a redesign plan and had entered the early stages of redesign implementation.

COMPOSITION _____

Membership of the CWS-SG was drawn from a culturally diverse group of child welfare stakeholders. The core group of 60 members represents:

- Birth, Kinship and Foster Parents
- Former foster children
- Advocates for foster children and their parents
- Public and private service providers
- Federal, State and county child welfare administrators
- Child welfare services consumers
- Representatives from California's departments of Health Services, Mental Health, Alcohol and Other Drugs, Developmental Services, Education, and Finance
- Courts and Legal community
- Research institutions
- Private foundations

FIRST YEAR ACCOMPLISHMENTS _____

In the first year of operation the Stakeholders created a Vision, a Mission and Values for a redesigned child welfare services system. These are as follows:

Vision:

Every child in California will live in a safe, stable, permanent home, nurtured by healthy families and strong communities.

Mission:

To create and sustain a flexible infrastructure, comprising public and private partnerships, that provides a comprehensive system of support for families and communities to ensure the well-being of every child.

Values:

RECRAFT—Responsiveness, Excellence, Caring, Respect, Accountability, Fairness/Equity, Teamwork

Implied in the above are the additional values of prevention, community responsibility, a strengths-based service approach, support for parents, empowerment of clients and cross-program collaboration.

- The Stakeholders formed four Subcommittees - Human Resources; Rules and Regulations; Flexible Funding; and child welfare service and the Courts.

Human Resources

Purpose: To examine recruitment, training, and retention of social workers and focus on reasonable and manageable case/workloads for all workers in the child welfare services system and courts.

II. Rules and Regulations

Purpose: To review the current rules and regulations of the child welfare services system with the goal of aligning them with the Vision, Mission and Values developed by the Stakeholders.

III. Flexible Funding

Purpose: To achieve desired outcomes for children and families; and to develop a comprehensive, flexible and collaborative funding system that effectively uses all resources and is based on incentives.

IV. Child Welfare Services and the Courts

Purpose: To examine the relationships and communication between social workers and court personnel. This examination should include the views of all parties in determining the best interest of the child.

During the initial year of operation, the Stakeholders used individual case reviews, presentations by other states regarding innovative delivery of child welfare services, and statewide summit with a larger number of stakeholders to evaluate the child welfare services system and gather input for the process of system redesign.

The Stakeholders identified four main work areas that would be addressed in their second year:

- Prevention and Community Partnerships
- Early Intervention and Differential Response
- Out of Home Care and Permanency
- Safety, Change, and Maintenance Interventions

The Stakeholders maintained that the four main work areas must be developed in a context comprised of:

- Fairness and Equity
- Accountability and Outcomes
- Comprehensive Systems of Support
- Flexible infrastructure of public and private agencies
- Clarification of roles, responsibilities, and partnerships
- Quality practice that strengthens families
- Practice development that ensures that children thrive
- Assessment

SECOND YEAR ACCOMPLISHMENTS

During the second year of operation, the Stakeholders developed the recommended objectives that will guide the redesign of child welfare services. These objectives, and their associated prevention strategies are summarized below.:

Objective #1 Partner to Prevent Child Abuse

Recommendations:

- Child Welfare agencies and their partner agencies such as probation, alcohol and drugs, education etc. must join with the legislative and executive branches of State and local governments and with private partners to incorporate prevention in all services and support activities at the State, local and neighborhood levels.
- Strategies must be adopted to engage parents, caregivers and community residents in all partnerships and in prevention activities.
- Approaches to prevention must support families and draw on their strengths.
- There must be dedicated and sustained funding that supports a comprehensive range of prevention strategies.

Objective #2: Act Early to PRESERVE and Strengthen Families

Recommendations:

- .Make child protection and building strong families a shared community responsibility.
- Empower child welfare staff to offer both safety and change oriented services

based on family need and level of risk, rather than waiting for proof that maltreatment has occurred. Utilize community resources and intervene early with vulnerable populations.

- Establish a statewide safety assessment approach to evaluate and manage child safety. Ensure that the approach is universally and consistently applied to all families brought to the attention of child welfare services.

Objective #3: Broaden Efforts to RESTORE Family Capacity

Recommendations:

- Expand and refine safety assessment and case planning so that rapid reunification of children and families is possible.
- Align case plans and proposed interventions with assessment results using a standardized approach to assessment.
- Engage birth parents (through innovative approaches) in the ongoing care of their children. Provide sufficient supports and services before and after children are returned home to restore the autonomy and family bonds that are temporarily lost during the child's time in care.

Objective #4: Strengthen Alternatives to REBUILD Permanent Families for Children

Recommendations:

- Develop a comprehensive, integrated model of adoption and guardianship practice. Ensure that there are sufficient, competent, and effective resources for foster families. Develop a model of kinship care practice that recognizes and supports the unique experience that is inherent in working with each extended family to build a permanent family for a child.
- Establish a statewide system of reporting and apply the research that addresses the higher rates of entry and longer lengths of stay in out of home care this is experienced by children of color.
- Establish statewide, standard protocols for the assessment of children's safety that includes the capacity of parents to protect them.

Objective #5: Systematically PREPARE Youth for Success in Adulthood

Recommendations:

- Develop a comprehensive, integrated model of transition planning and services that is based upon developmental needs.
- Train and support caregivers to prepare youth for adult success.
- Expand community options for safe, affordable housing for youth exiting foster care into independent living.

Objective #6: AFFECT CHANGE through an Excellence in Workforce

Recommendations:

- Prepare the child welfare services workforce for the restructuring of the system by engaging Counties in an organizational change process.

- Build and maintain the capacity of the child welfare services workforce by supporting manageable workloads; building, maintaining, and rewarding skills and competencies demonstrated by the child welfare services workforce; and optimizing work environments to achieve positive client outcomes.
- Do evaluation and research on the effectiveness of efforts to develop the child welfare services workforce.
- Develop a web-based clearing house for evidence based practice to identify and evaluate promising practices, approaches, and interventions for both child welfare services and social work practice.

The Stakeholders discussed and identified the factors necessary to achieve accountability for outcomes for the children and families in California's child welfare services system and they developed the outline for a revised system. This system would be a State-County partnership that incorporates accountability measures such as self-assessments and Program Improvement Plans. County child welfare services agencies would be responsible for maintaining the core infrastructure including: assessments and case planning and with meeting timeframes that are consistent with federal regulations. The State will lead the child welfare services system in coordinating with other State and local partners, and in evaluating the system after full implementation, and on a periodic basis thereafter.

In support of the development of community capacity, the Stakeholders established four regional workgroups that focused upon: Partnerships for Practice; Safety, Permanency and Child Well Being; Response and Resolution; and Workforce Preparation & Support.

- The scope of work for Partnerships for Practice involves the development of tools to establish and strengthen state and community partnerships that have a shared responsibility to prevent child abuse and neglect, provide support to families at all points in the service continuum and keep all children safe within their families and communities.
- The scope of work for Safety, Permanency, and Child Well Being includes activities that will ensure that child welfare services policy and practice is directed and informed by the goal of permanency, while the needs of children and youth in the child welfare services system are being met.
- The scope of work for Response and Resolution will contribute to the redesign and implementation planning of a child welfare services intake and differential response system. The design of this system must permit it to be utilized in the initial phase of redesign implementation and it must include guidelines for customization so that it can be adapted to the needs of California's counties.
- The scope of work for the Workforce Preparation and Support Group will contribute to the implementation of a system of preparation for the child welfare workforce through capacity building, practice development and learning systems.

FUTURE DIRECTIONS

In the Stakeholders third year, which encompasses much of FFY 2003, the work of the CWS Stakeholders group will be presented to local communities at a series of regional forums. The forums will be held in April and May of 2003 in the Southern Region (San Diego), Central Region (Fresno/Madera), Los Angeles, Northern Region (Chico), and the San Francisco Bay area. The purpose of these forums is:

- To present a general overview of the CWS Redesign to prospective local and community partners with an emphasis on the prevention and early intervention strategies of the Redesign.
- To outline the critical role of public/private partnerships in the delivery of voluntary prevention/early intervention services and the importance for establishing guidelines among service providers and child protective services to maintain a system of cross referral throughout the child welfare services continuum.
- To gather input from local residents, child welfare services consumers, local public agencies and community-based organizations regarding the broader community's role and responsibility for child protection and child and family well being and discuss how to effectively implement this shared approach.
- To engage a broad group of local stakeholders to understand and support recommendations for the Redesign with particular emphasis on the importance of public-private community partnership that have a shared responsibility to prevent child abuse and neglect and provide support to families at all points in the service continuum and to keep children safe with their families.

The Office of Child Abuse Prevention is aware that the Child Welfare Services Stakeholders Group will complete its mission on June 30, 2003 and that there is a need for a body that will evaluate the operation of California's Child Welfare Services system from a Statewide perspective. OCAP will address this issue during year three.

APPENDIX A

July 31, 2002

TO: COUNTY WELFARE DIRECTORS

FROM: CAROLYN ORTIZ, Chief
Office of Child Abuse Prevention

SUBJECT: CITIZEN REVIEW PANELS

I am pleased to announce that the Office of Child Abuse Prevention (OCAP) is beginning a new round of funding for Citizen Review Panels. OCAP will select three counties that are not currently receiving funding to implement local Panels and provide up to \$10,000 per year for State Fiscal Years 02-03 and 03-04. OCAP will also provide training and technical assistance to support the development and ongoing operation of the local Panels.

Citizen Review Panels bring together child welfare services professionals; public and nonprofit health, mental health, and substance abuse staff; child advocates and attorneys; representatives from education; former consumers of services; representatives from Tribal governments; and volunteers from the public at large to review aspects of the child protective services system and make recommendations that enhance the delivery of services to children and families. In this era of reform and greater accountability for child welfare services, Citizen Review Panels can bring together local stakeholders as partners in a process of growth and development.

The attached description provides general information about Citizen Review Panels. For more information see, [Citizen Review Panels for the Child Protective Services System: Guidelines and Protocols on the Department of Social Services' web site \(\[www.dss.cahwnet.gov/cdssweb\]\(http://www.dss.cahwnet.gov/cdssweb\)\)](#) under Quick Links.

Interested counties must complete and submit the attached application form by September 6, 2002. OCAP will notify counties that are selected for funding by September 20, 2002. The application may also be found on the CDSS web site listed above. Any

**additional questions that you might have can be directed to
Jacquelyn Sneed of my staff at Jacquelyn.Sneed@dss.ca.gov .**

Attachment

**California Department of Social Services
Office of Child Abuse Prevention
July 31, 2002**

Citizen Review Panel
Application

Under the Child Abuse Prevention and Treatment Act (CAPTA), each state, in order to receive funding under the Child Abuse and Neglect State Grants Program, must establish Citizen Review Panels. These panels are charged with determining the extent to which State and local child protection agencies are discharging their child protection responsibilities under Federal Statutes. They are to examine the policies and procedures of State and local child protection agencies; and if it is appropriate, they may review client cases. They may also examine any other criteria they consider important to ensure the protection of children. Federal legislation gives each panel the flexibility to develop its evaluation activities in a manner that is consistent with local needs.¹

Specifically, a Citizen Review Panel reviews the activities of the Child Protective Services system in its county in light of the county's responsibilities under:

- The State's CAPTA Plan (Child Abuse Prevention)
- The State's IV-E Plan (Foster Care and Adoptions)

It also reviews the system's coordination with Child Death Review Teams and Special Advocates, and it is empowered to examine other areas it deems relevant.

Panel **membership** brings together:

- Volunteers
- Former consumers of services
- Court-appointed special advocates
- Children's attorneys
- Law enforcement personnel
- Health and mental health professionals
- Substance abuse professionals
- Representatives from elementary and secondary education
- Representatives from higher education
- Mandated reporters
- Representatives of Tribal governments

¹Kot, Veronika and Bruner, Charles with Stephen Scott; Citizen Review Panels for the Child Protective Services System: Guidelines and Protocols. Prevent Child Abuse America. Chicago, Illinois; Revised 2001

The California Department of Social Services, Office of Child Abuse Prevention (OCAP) will fund three new Citizen Review Panels in State Fiscal Years 02-03 and 03-04. Direct grants to each panel will be \$10,000 per fiscal year, for a total of \$20,000. In addition, three existing panels in Napa, Placer and San Mateo Counties will be offered the opportunity to continue with funding from OCAP.

All panels will review the county agency that has responsibility for Child Protective Services, Child Welfare Services, and Foster Care. Panels will **examine linkages** that exist between this primary agency and the other governmental agencies and community based organizations that have child protection, child welfare, and family support responsibilities.

In the State of California's plan for Child Welfare Services under **Title IV-B** of the Social Security Act, which includes CAPTA, the following outcomes have been given priority among the State's goals for Child Welfare Services:

- Reducing recurring child abuse and neglect
- Reducing the incidence of child abuse and/or neglect in foster care
- Increasing permanency for children in foster care
- Reducing time in foster care to reunification without increasing reentry
- Reducing time in foster care to adoption
- Increasing placement stability
- Reducing placements of young children in group homes or institutions

OTHER PRIORITIES OF THE STATE CHILD WELFARE SYSTEM ARE:

- Increasing the number of children or young adults who leave foster care having successfully completed a foster care Independent Living Program (ILP)
- Increasing the use of the Child Welfare Services Case Management System (CWS/CMS) as a planning and management tool
- Increasing the effectiveness of assessment tools so as to facilitate safe and effective outcomes for children and families
- Improving case planning for children and families so as to incorporate all relevant services whether county or community based
- Improving social worker recruitment and retention
- Improving the understanding and application of the Indian Child Welfare Act

Citizen Review Panels will address one or more of the priorities listed above as implemented at the local level by the County Child Protective Services/Child Welfare system.

The Office of Child Abuse Prevention is committed to supporting the Citizen Review Panels in becoming creative problem solving bodies that:

- Conduct thorough review of issues pertaining to the Child Welfare System
- Perform comprehensive analysis of data
- Recommend effective solutions that support children and families, enhance agency staff, and empower communities

OCAP will retain a training and technical assistance consultant who will conduct:

- An orientation for agency staff
- A statewide training session for panel members
- County-level training that will address team building, structure and function of CPS/CWS system, organizational structure of the Panel, and other topics identified by the local panels

Continuing and newly funded Citizen Review Panels must:

- Conduct ten monthly meetings each fiscal year
- Identify a County staff person who will be a liaison to CDSS, Office of Child Abuse Prevention and provide support to the Panel
- Send the staff/liason person to an orientation that will be held in late September 2002
- Send all panel members to a one-day orientation/training that will be held in October of 2002
- Send representatives from the local panel to project meetings that will be held in October of 2003 and fall of 2004
- Submit annual reports to OCAP in October of 2003 and October of 2004; reports must contain certain statistical data that is required by the Child Abuse Prevention and Treatment Act (CAPTA) and must be made available to the local community
- Hold local public hearings should this be required by pending CAPTA Legislation

If your County is interested in implementing a Citizen Review Panel, please complete the attached application and submit it to:

Jacquelyn Sneed, Program Consultant
 California Department of Social Services
 Office of Child Abuse Prevention
 744 P St., MS19-82
 Sacramento, CA 95814

E-mail submissions must be sent to Jacquelyn Sneed at jacquelyn.sneed@dss.ca.gov

Applications must be received no later than 4:00 PM, September 6, 2002.

Application

Please complete the following questions and submit the completed application to the Office of Child Abuse Prevention no later than **4:00 PM, September 6, 2002**. This application may be e-mailed to Jacquelyn.Sneed@dss.ca.gov; hand-deliver or mail to:

Jacquelyn Sneed, Program Consultant
California Department of Social Services
Office of Child Abuse Prevention
744 P Street MS 19-82
Sacramento, CA. 95814

Should you have questions, please contact Jacquelyn Sneed by e-mail at Jacquelyn.Sneed@dss.ca.gov by **August 30, 2002**.

The selection process will be based on points as indicated below: Please complete the following questions.

1. County Description (15 points):

- a. Total Population: _____
- b. Number of Children: _____
- c. Number of Emergency Response Referrals reported during the most recent fiscal year for which data is available: _____
- d. Current Family Maintenance caseload:
 - Court-Ordered _____
 - Voluntary _____
- e. Current Family Preservation caseload: _____
- f. Current Family Reunification caseload: _____
- g. Current Permanent Placement caseload: _____
- h. Briefly discuss the challenges and opportunities your county faces in terms of child welfare services.
- i. Name of the agency that has child welfare services responsibility:
- j. List the agency's other human services responsibilities, i.e., Temporary Assistance for Needy Families, alcohol and drugs services, etc.:

- k. Include an organization chart.

2. Priorities (25 points):

- a. Based on the priorities described in this document, which one(s) will the County address?

- b. What challenges and opportunities do these priorities represent for the County?

3. New Programs and Initiatives (15 points):

- a. Are there any new child welfare programs and/or initiatives being implemented in your County? (For example: Structured Decision Making, Kinship Care, Wraparound Services.) If so, discuss the implications for the Citizen Review Panel.

- b. Is the Child Welfare Services Agency undergoing accreditation by the Council on Accreditation?

Yes _____

No _____

- c. Citizen Review Panels must consider process data (i.e., the number of cases, opened, closed, etc.) and look at outcomes. Outcomes address the impact of the services upon the child and family. Please address your county's willingness to look at outcomes.

- d. Please address any programs or initiatives in your county that address outcome accountability.

4. Accountability (20 points):

Since a Citizen Review Panel generates findings and recommendations and publishes them, the county must designate the governmental body that will receive these recommendations, respond to them, and disseminate the annual report and other information to the public. In the space below, please identify the agency and the person responsible for the review, response, and dissemination of the report. Provide contact information for this person (address, phone, fax, e-mail).

Additional consideration will be given to counties who present their recommendations to the County Board of Supervisors for review and comment. This will be true also of counties that establish a review process in which the Citizen Review Panel reports to the agency with child welfare responsibilities at established intervals and the agency responds within an established time period. Describe how the panel's recommendations will be handled.

- 5. Describe the recruitment process that will be utilized to ensure broad representation on the Panel including community members, former consumers of services, and representatives of Tribal governments.**

- 6. Describe how the panel will evaluate its work (10 points):**

Data Sources for Citizen Review Panels

Under an Interagency Agreement between the California Department of Social Services (CDSS) and the Center for Social Services Research (CSSR) at the University of California at Berkeley, and with CDSS funding and support from the Stuart Foundation, the CSSR receives quarterly extracts from the Child Welfare Services/Case Management System (CWS/CMS) and uses them to create timely and useful data about children who are involved in California's child welfare services system. This project, which is called the Performance Indicators Project, will generate the data required for future Child and Family Services reviews and will generate the data needed to measure the progress made by the State and the counties in meeting the objectives outlined in California's Children and Family Services Plan/Title IV-B.

The OCAP will introduce the Citizens Review Panels in each county to the performance indicators so that panel members can evaluate the data and make decisions about the use of these indicators in their activities.

Examples of specific data that can be reviewed by the individual counties are contained in the tables below. These tables can be found on the web site of the Center for Social Service Research at <http://cssr.berkeley.edu/cwscmsreports>. A search should be done for the CWS/CMS Extract File. This website contains other relevant statistics that are derived from the CWS/CMS system.

**Total Population and Child Population
Kern, Napa, Placer, and San Mateo Counties
Years 2000 and 2001**

	Kern	Napa	Placer	San Mateo
Estimated Population 2001	676,367	128,145	268,512	702,020
Population 2000	661,645	124,279	248,399	707,161
Number and Percentage of Person under 18 2000	211,065 (31.9%)	29,951 (24.1%)	65,826 (26.5%)	161,940 (22.9%)

Source: US Bureau of the Census

**Substantiated Child Abuse and Neglect 2002
Kern, Napa, Placer, and San Mateo Counties
Year 2002**

	Kern	Napa	Placer	San Mateo
Sexual Abuse	152	26	72	100
Physical Abuse	312	84	126	138
Severe Neglect	187	0	34	31
General Neglect	4,004	15	389	163
Exploitation	0	0	0	0
Emotional Abuse	58	7	548	87
Caretaker Absence/Incapacity	385	26	174	116
At Risk, Sibling Abused	96	18	46	18
Substantial Risk	25	16	21	37
Missing/Other	0	0	0	0
Total Substantiated Abuse, Neglect, At-Risk	5,219	195	1,410	691

Data Source: CWS/CMS Q4 2002 Extract

**Recurrence of Maltreatment
Kern, Napa, Placer, and San Mateo Counties 2001**

	Kern	Napa	Placer	San Mateo
Substantiated Allegation in First Six Months	2,431	83	628	562
Substantiated Allegation in Next Six Months	387	7	121	37
Total Recurring Cases	2818	90	3567	599

Source: UCB CWS/CMS October 1, 2003 Extract file

**Foster Care Re-entries
Kern, Napa, Placer, and San Mateo Counties
2002**

	Kern	Napa	Placer	San Mateo
Re-entry within 12 Months Child Welfare	229	2	34	20
Re-entry within 12 Months Probation	6	1	4	6
Total Re-entry Cases	235	3	38	26

Source: UCB:CWS/CMS Q3_2002 Extract File

**Stability of Foster Care Placements
Kern, Napa, Placer, and San Mateo Counties
2002**

	Kern	Napa	Placer	San Mateo
Two Placements or Fewer	1,900	83	304	292
Three or More	350	10	62	62
Total Cases	2250	93	366	354

Source: UCB: Q3_2002 CWS/CMS Extract File

**Length of Time to Achieve Reunification
Kern, Napa, Placer, and San Mateo Counties 2002**

	Kern	Napa	Placer	San Mateo
Less than 12 Months	992	30	133	135
More than 12 Months	252	16	40	73
Total Cases	1244	46	173	208

Source: UCB: Q3_2002 CWS/CMS Extract File

**Length of Time to Achieve Adoption
Kern, Napa, Placer, and San Mateo Counties 2002**

	Kern	Napa	Placer	San Mateo
Less than 12 Months	73	1	31	10
More than 12 Months	161	6	18	20
Total Cases	234	7	49	30

Source: UCB: Q3_2002 CWS/CMS Extract File